



Cambridge Assessment
International Education

Cambridge International AS & A Level

CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/32

Paper 3 Case Study

February/March 2022

3 hours

You must answer on the question paper.

You will need: Insert (enclosed)

INSTRUCTIONS

- Section A: answer **all** questions.
- Section B: answer **one** question.
- Use a black or dark blue pen.
- Write your name, centre number and candidate number in the boxes at the top of the page.
- Write your answer to each question in the space provided.
- Do **not** use an erasable pen or correction fluid.
- Do **not** write on any bar codes.
- You may use an HB pencil for any diagrams, graphs or rough working.

INFORMATION

- The total mark for this paper is 100.
- The number of marks for each question or part question is shown in brackets [].
- The insert contains the case study.

This document has **20** pages. Any blank pages are indicated.

Section A

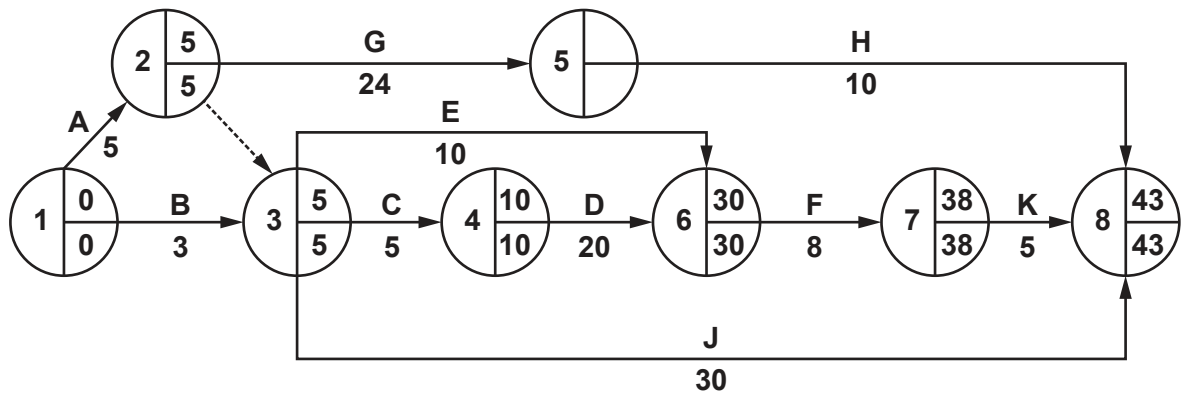
1 Analyse **two** benefits to UBH of its approach to human resource management (HRM).

[illegible]

4

2 (a) Refer to Table 2 and Fig. 1.

(i) Complete node 5 on the network diagram below (reproduced from the Insert). [2]



(ii) Identify the minimum project duration assuming no delays in the project.

.....

 [1]

(iii) State the activities on the critical path.

.....

 [1]

(iv) Calculate the total float of Activity J.

.....

 [2]

[illegible]

[illegible]

4 (a) Refer to Table 3. Calculate for 2021 the:

(i) gearing ratio

[4]

(ii) current ratio

[2]

- (iii) dividend cover.

[2]

- (b)** You may refer to your answer to **4(a)** and other information. Recommend whether UBH should change into a public limited company (plc). Justify your recommendation.

This image shows a full page of a document template designed for handwriting practice. It features a series of evenly spaced, horizontal dashed lines across the entire width of the page. The background is plain white, and there are no margins, text, or other markings present.

[illegible]

Section B

Answer **one** question in this section.

- 6 Evaluate the usefulness to UBH of Porter's Five Forces analysis as a framework for developing its business strategy.
- 7 Evaluate the strategic choice techniques that would be most useful to UBH when deciding between strategic option 1 and strategic option 2.

Write the question number here:

[illegible]

[illegible]

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