



Cambridge International AS & A Level

CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/31

Paper 3 Case Study

October/November 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.

Answer **all** questions in Section A and answer **one** question in Section B.

You are advised to spend no more than 40 minutes on Section B.

Section A

Answer **all** questions in this section.

- 1** Analyse **two** possible disadvantages to AP of a merger with SC.

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2 (a) Refer to the network diagram in Fig. 1 (copied below) and to Table 1 in the Insert.

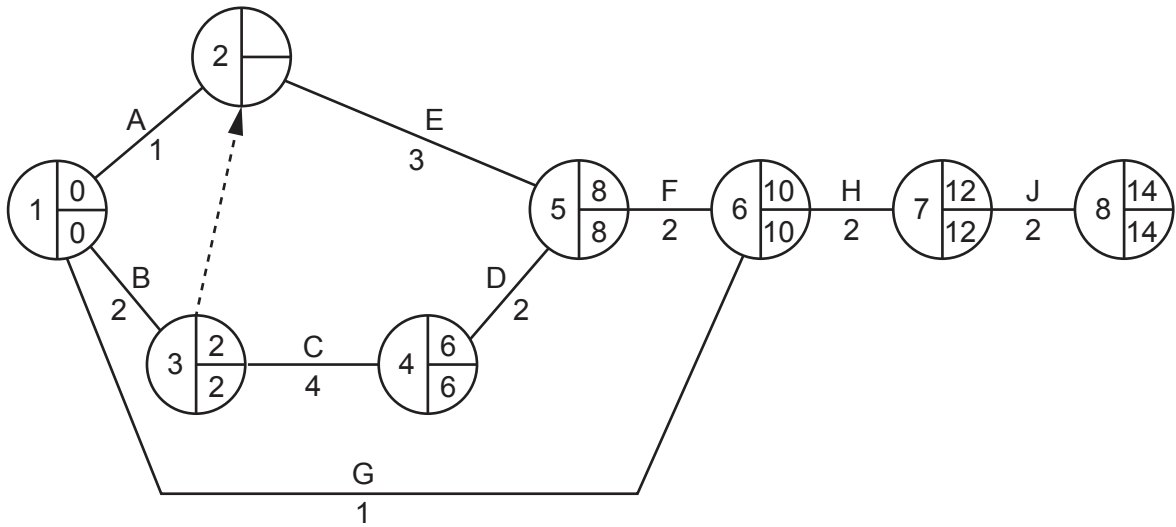


Fig. 1: Network diagram for the installation of new machines

(i) Complete the network diagram at node 2. [2]

(ii) Calculate the free float of activity E.

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(iii) Calculate the total float of activity G.

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(b) Evaluate whether the Operations Manager is right to be confident that the new machines will be ready for production within the 14-day deadline.

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3 Evaluate the likely impact on AP of the introduction of the new employment legislation (lines 58–62).

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Ruled area with 28 horizontal dotted lines for writing.

A series of 25 horizontal dotted lines for writing.

4 (a) Refer to lines 39–44. Calculate, for the new government contract:

(i) total contribution

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(ii) total profit or loss.

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Lined writing area with horizontal dotted lines.

A series of horizontal dotted lines for writing, consisting of 25 rows.

A series of horizontal dotted lines for writing.

A series of horizontal dotted lines for writing.

