

CANDIDATE  
NAME

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CENTRE  
NUMBER

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CANDIDATE  
NUMBER

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**BUSINESS**

Paper 3 Case Study

**9609/31**

**May/June 2019**

**3 hours**

Candidates answer on the Question Paper.

No Additional Materials are required.

**READ THESE INSTRUCTIONS FIRST**

Write your centre number, candidate number and name in the spaces at the top of this page. If you need additional answer paper ask the invigilator for a continuation booklet.

Write in dark blue or black pen.

You may use an HB pencil for any diagrams, graphs or rough working.

Do not use staples, paper clips, glue or correction fluid.

DO **NOT** WRITE IN ANY BARCODES.

**Section A**

Answer **all** questions.

**Section B**

Answer **one** question.

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

Refer to the Insert for the case study for this Paper.

At the end of the examination, fasten all your work securely together.

The number of marks is given in brackets [ ] at the end of each question or part question.

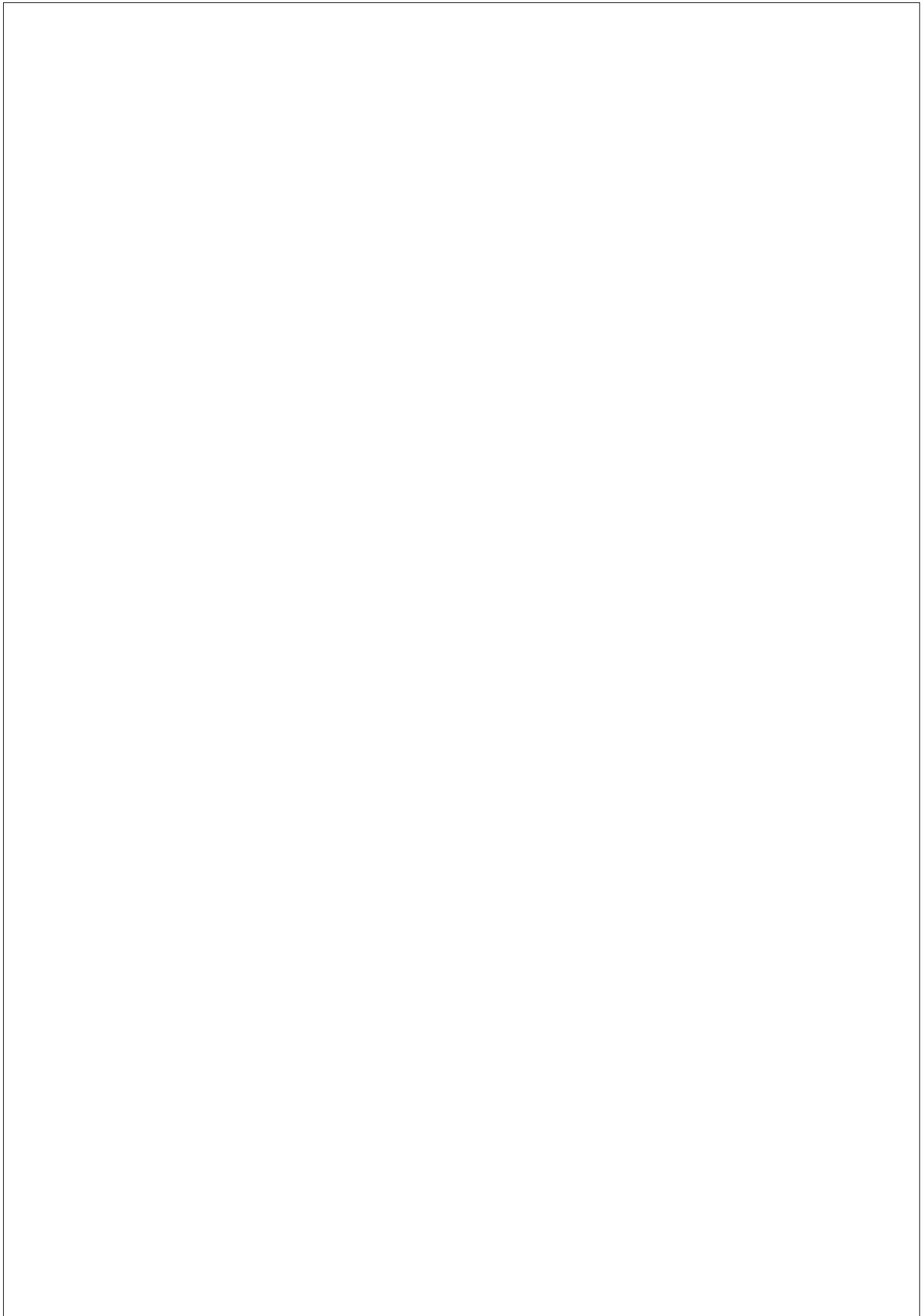
This document consists of **20** printed pages and **1** Insert.





2 Refer to Table 1.

- (a) Construct a network diagram, including the earliest start times (EST) and latest finishing times (LFT) of all the activities.



[6]

(b) Calculate the following:

(i) minimum project duration

.....  
.....  
..... [1]

(ii) free float for activity D.

.....  
.....  
.....  
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.....  
..... [2]

- (c) BSJ currently has problems meeting deadlines for jewellery trade fairs (lines 36–42).

Evaluate the usefulness of critical path analysis to BSJ in helping the company meet these deadlines.

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**3** Discuss whether improving internal communication will be enough to ensure BSJ overcomes its quality problems.

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4 (a) Refer to Appendix 1. Calculate the following:

(i) gearing ratio

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.....  
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.....  
..... [2]

(ii) return on capital employed.

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.....  
.....  
.....  
..... [3]













**Section B**

Answer **one** question in this section.

- 6 Evaluate the usefulness of strategic analysis techniques, other than SWOT analysis, to BSJ's directors as they consider Option A and Option B.
  
- 7 Assume the directors choose Option B. Discuss the importance to BSJ of effective strategic implementation of this option.

Write the question number here: .....

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