



CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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9609/32

February/March 2022

3 hours

You must answer on the question paper.

You will need: Insert (enclosed)

- 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.

- 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.

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

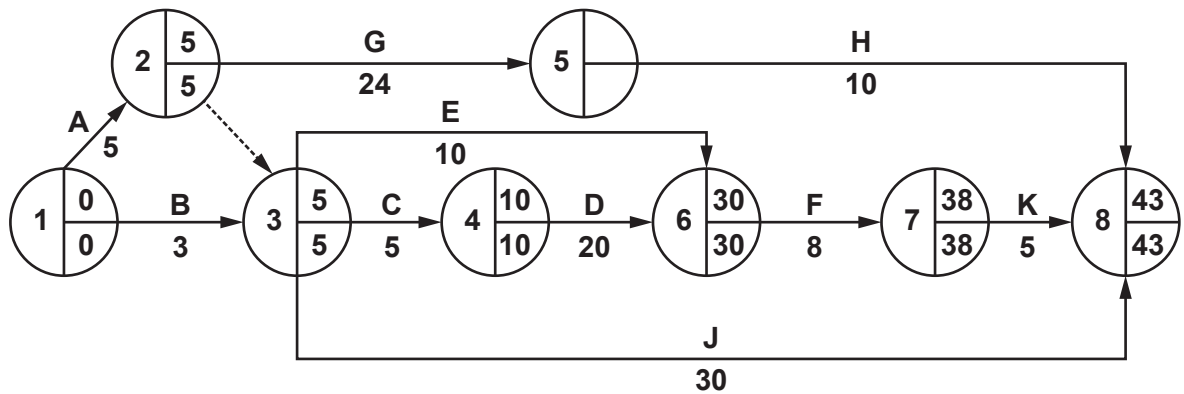
Answer **all** questions in this section.

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

[illegible]

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]

- (b)** You may refer to your answer to **2(a)** and other information. Evaluate the usefulness of critical path analysis (CPA) to UBH in planning the opening of new centres.

[illegible]

- 3** Evaluate the likely impact on UBH of the changes the government made to its economic policies in response to the recession.

[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.

[illegible]

- 5** Evaluate **two** changes that UBH could make to its current marketing strategy to increase sales and reach its target capacity utilisation.

[illegible]

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