



* 4 1 6 3 5 1 8 1 0 0 *

--

--	--	--	--	--

--	--	--	--

9609/31

October/November 2021

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.

DC (CJ) 210865/2
© UCLES 2021

[Turn over

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 the advantages to FF of the privatisation of the electricity and water industries.

This image shows a full page of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page, providing a template for handwriting practice or general writing. There are no margins, text, or other markings on the page.

- 2 (a) Refer to Table 1 and other information. Assume that Total Quality Management (TQM) is implemented successfully. Calculate the:

(i) capacity utilisation

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(ii) increase in contribution per unit.

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(b) Evaluate whether total quality management (TQM) is sufficient to solve FF's production problems.

[illegible]

- 3 Evaluate the most effective way that FF's directors could improve communication between line managers and employees.

[illegible]

4 (a) Refer to Tables 2 and 3. Calculate the:

(i) payback period

.....

.....

.....

.....

.....

..... [2]

(ii) accounting rate of return (ARR)

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(iii) net present value (NPV).

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

- (b)** You may refer to your answers to **4(a)** and any other information.

Recommend whether FF should invest in buying 3D printers. Justify your recommendation.

[illegible]

- 5 Evaluate the importance to FF of following the product development process before adding metal glasses frames to its product range.

[illegible]

BLANK PAGE

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced online in the Cambridge Assessment International Education Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download at www.cambridgeinternational.org after the live examination series.

Cambridge Assessment International Education is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of the University of Cambridge Local Examinations Syndicate (UCLES), which itself is a department of the University of Cambridge.