



CANDIDATE  
NAME

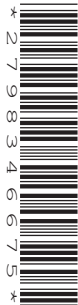
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CENTRE  
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9609/32

May/June 2020

**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. 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 the likely impact on HBG's costs and revenues of increasing its focus on corporate social responsibility (CSR).

This image shows a single page of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



2 (a) Refer to Table 2. Calculate the:

(i) contribution of the café

.....

.....

.....

.....

.....

..... [3]

(ii) profit made by the gift shop.

.....

.....

.....

.....

.....

..... [3]

- (b)** Refer to your answers for **2(a)** and any other information. Recommend whether HBG should close Oldbury Castle Café. Justify your recommendation.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school writing paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



**3** Discuss whether introducing a decentralised organisational structure will benefit HBG.

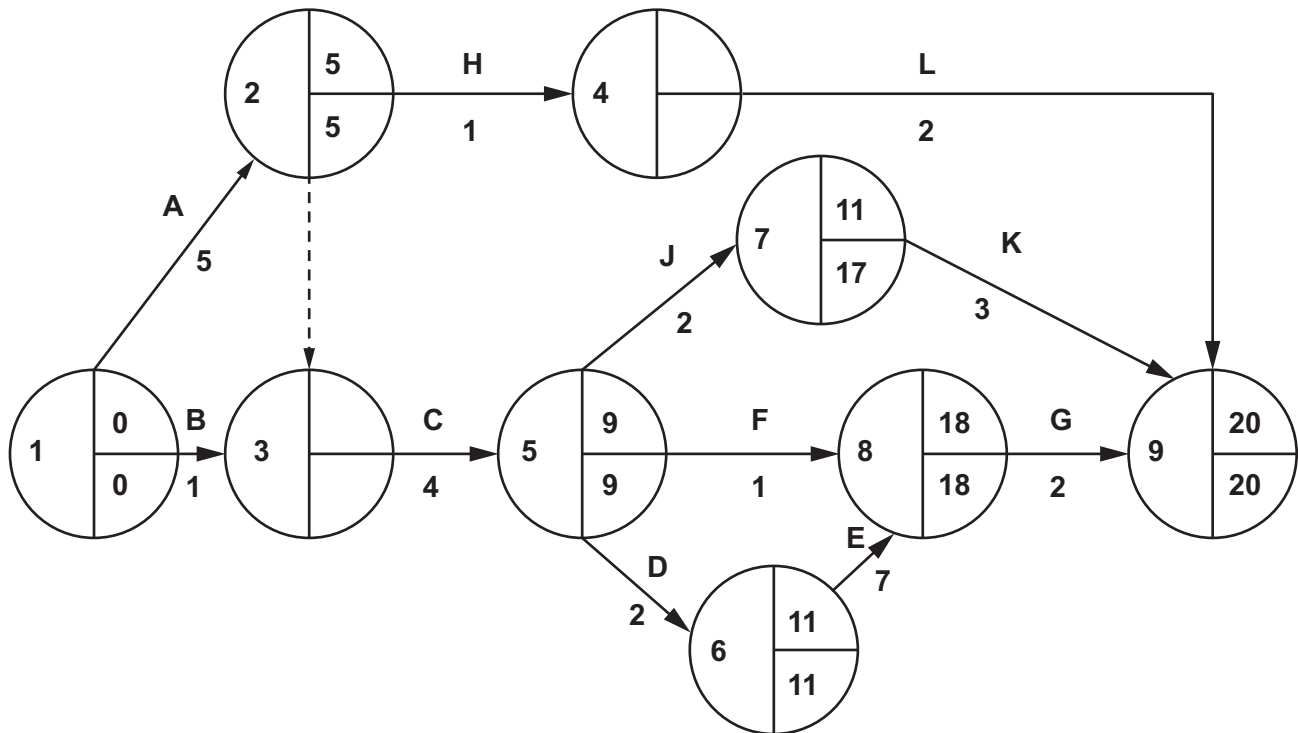
This image shows a full page of primary-ruled paper. It features approximately 20 horizontal dashed lines spaced evenly down the page, providing a guide for handwriting practice. The paper is otherwise blank, with no margins, text, or other markings.





4 (a) Refer to Table 3 and Appendix 1:

(i) Complete nodes 3 and 4 on the network analysis below (reproduced from the Insert).



[4]

(ii) Identify the critical path. Write your answer below.

..... [1]

(iii) Calculate the minimum time to complete the project to open Alderly Gardens. Write your answer below.

..... [1]

(iv) Calculate the total float of Activity J.

..... [2]

**(b)** Evaluate the usefulness of network analysis to HBG when making operational decisions.

[illegible]



- 5** Recommend the changes that HBG should make to its marketing strategy to achieve its objectives of increasing membership and visitor numbers. Justify your recommendation.

[illegible]













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