Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

7625779414

BUSINESS **9609/31**

Paper 3 Case Study **October/November 2020**

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. Blank pages are indicated.

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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 possible disadvantages for country Q of NH opening hotels there.

[10]

2 (a) Refer to Table 1. Calculate for 2019 the:

(i) overall average capacity utilisation for NH

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.... [2]

(ii) variance in total sales revenue per night for NH's basic hotels.

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.... [4]

(b) Discuss whether introducing lean production will improve NH's profits.

[12]

3 Recommend a strategy that could improve the motivation of employees of NH. Justify your recommendation.

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[16]

4 **(a)** Refer to Table 4 and Table 5 and lines 82–92. Assume NH takes over EatBest in 2021 and no other factors change. Calculate the forecast:

(i) profit before tax for the year ended 31 October 2021

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(ii) net assets at 31 October 2021.

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(b) Refer to your answers to **4(a)** and any other information.

Discuss whether NH's shareholders should support the proposed takeover of EatBest.

[12]

5 Recommend a possible marketing plan to achieve Jolin's objectives (lines 80–81). Justify your recommendation.

[16]

Section B

Answer **one** question in this section

6 Evaluate whether successful implementation of a new strategy requires NH to change its organisational structure.

7 Evaluate the importance of core competencies as a framework for business strategy when NH carries out strategic analysis.

Write the question number here: ....

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