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.

© UCLES 2020

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.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

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

(i) overall average capacity utilisation for NH

.....

.....

.....

.....

.....

..... [2]

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

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [4]

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

.....

.....

.....

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

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2020

.....

.....

.....

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

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(ii) net assets at 31 October 2021.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [5]

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

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

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

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

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2020 9609/31/O/N/20 **[Turn over**

© UCLES 2020

.....

.....

.....

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: .....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2020

© UCLES 2020

.....

.....

.....

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.

© UCLES 2020