



Cambridge Assessment
International Education

Cambridge International AS & A Level

CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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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.



Section A

1 Analyse the possible disadvantages for country Q of NH opening hotels there.

This image shows a single sheet 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 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]

[illegible]

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

[illegible]

- 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.

[illegible]

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

[illegible]

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:

[illegible]

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