



Cambridge International AS & A Level

CANDIDATE
NAME

CENTRE
NUMBER

--	--	--	--	--

CANDIDATE
NUMBER

--	--	--	--



BUSINESS

9609/32

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 how any two changes in the legal environment might affect GR.

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

4

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

(i) break-even number of customers per month

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(ii) margin of safety at the expected average monthly demand

.....

.....

.....

.....

.....

.....

..... [2]

(iii) monthly profit at the expected average monthly demand.

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(b) Refer to your results from **2(a)** and other information. Recommend to Leff which location to choose for the new restaurant.

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 strategies for reducing human resource problems in GR's restaurants without increasing unit costs.

[illegible]

10

4 (a) Refer to lines 67–76. Calculate for 2021:

- (i) cross elasticity of demand for GR's falafel meals following an increase of 5% in competitor prices

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

- (ii) the increase in revenue for GR if promotion spending is increased to \$195 000.

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(b) Evaluate the usefulness of the elasticity concept to GR when planning its marketing strategy.

[illegible]

[illegible]

- 6 Evaluate the effectiveness of using SWOT analysis to ensure that GR's growth strategies are appropriate.
- 7 Assume Leff chooses strategy 2. Evaluate how to implement this strategy effectively.

[illegible]

[illegible]

..... [20]

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.