

Cambridge International AS & A Level

CANDIDATE NAME					
CENTRE NUMBER			CANDIDATE NUMBER		

762577941

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.

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

	nalyse the possible disadvantages for country Q of NH opening hotels there.
••	

[10]

2

)	Ref	er 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]

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 •••••	 	•••••
		[40]

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[16]

(a) Refer to Table 4 and Table 5 and lines 82–92. Assume NH takes over EatBest in 2021 and no

Otne	er 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]

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

 •••••	 	•••••
		[40]

[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.

C	Evaluate the importance of core competencies as a framework for business strategy when Nearries out strategic analysis.
٧	Write the question number here:
-	

[20]

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