Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

2798346675

BUSINESS **9609/32**

Paper 3 Case Study **May/June 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 likely impact on HBG's costs and revenues of increasing its focus on corporate social responsibility (CSR).

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[10]

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

(i) contribution of the café

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..... [3]

(ii) profit made by the gift shop.

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(b) Refer to your answers for **2(a)** and any other information. Recommend whether HBG should close Oldbury Castle Café. Justify your recommendation.

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[12]

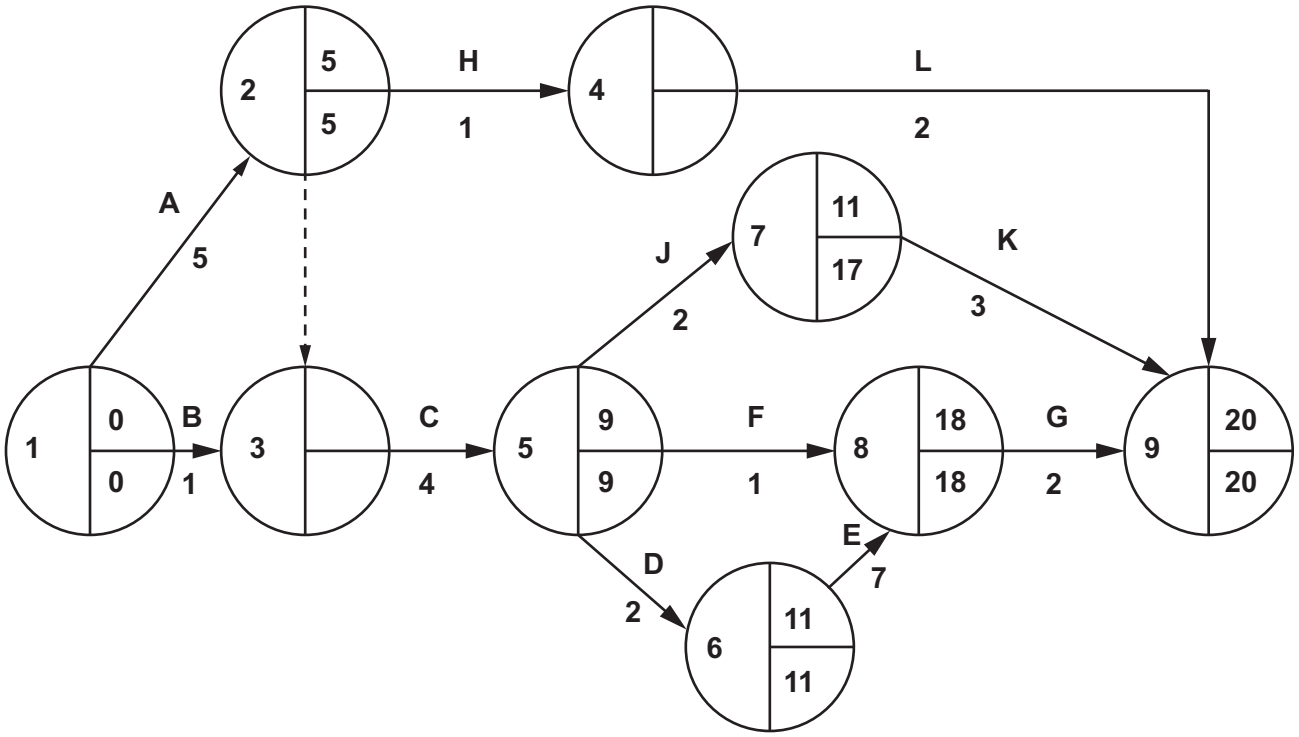
3 Discuss whether introducing a decentralised organisational structure will benefit HBG.

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[16]

4 **(a)** Refer to Table 3 and Appendix 1:

(i) Complete nodes 3 and 4 on the network analysis below (reproduced from the Insert).



[4]

(ii) Identify the critical path. Write your answer below.

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..... [1]

(iii) Calculate the minimum time to complete the project to open Alderly Gardens. Write your answer below.

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..... [1]

(iv) Calculate the total float of Activity J.

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(b) Evaluate the usefulness of network analysis to HBG when making operational decisions.

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[12]

5 Recommend the changes that HBG should make to its marketing strategy to achieve its objectives of increasing membership and visitor numbers. Justify your recommendation.

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[16]

Section B

Answer **one** question in this section.

6 Evaluate whether SWOT analysis is sufficient to make sure that HBG's future strategies are the most appropriate ones for the organisation.

7 Evaluate the importance to HBG of developing a change culture in order to implement Eusebio's four strategic changes (lines 46 to 49).

Write the question number here: .....

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[20]

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