

**[Turn over**

You are advised to spend no more than 40 minutes on Section B.

Answer **all** questions in this section.

- 
- 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.

..... [10

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

(i) contribution of the café

.....

.....

.....

.....

.....

..... [3]

(ii) profit made by the gift shop.

.....

.....

.....

.....

.....

..... [3]

[illegible]

[12]

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.

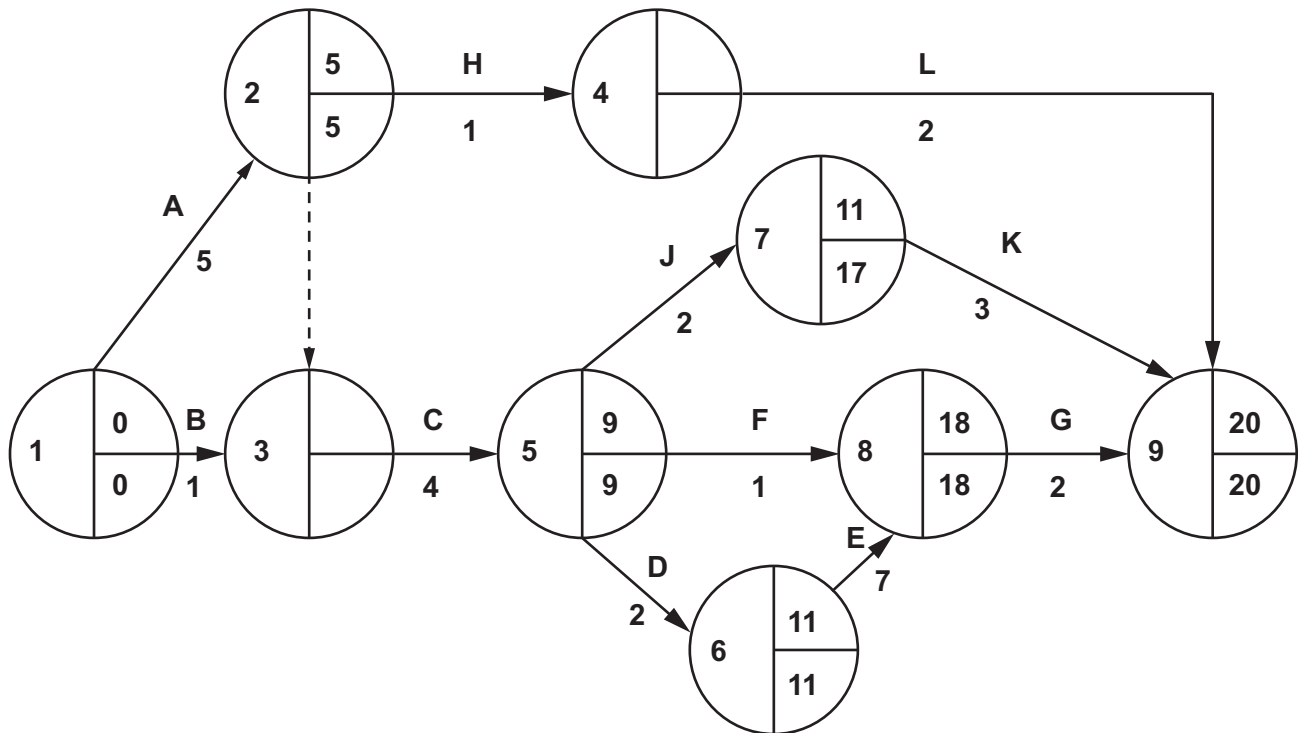
9609/32/M/J/20



[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.

..... [1]

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

..... [1]

(iv) Calculate the total float of Activity J.

..... [2]

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

[illegible]

[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.

[illegible]

© UCLES 2020

[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: .....

[illegible]



[illegible]

© UCLES 2020

[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](http://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.