
BUSINESS

9609/31

Paper 3 Case Study

May/June 2017

MARK SCHEME

Maximum Mark: 100

Published

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge will not enter into discussions about these mark schemes.

Cambridge is publishing the mark schemes for the May/June 2017 series for most Cambridge IGCSE[®], Cambridge International A and AS Level and Cambridge Pre-U components, and some Cambridge O Level components.

Question	Answer			Marks
1	Analyse the benefits for TTC of using flexible working contracts.			10
Level	Knowledge 3 marks	Application 2marks	Analysis 5 marks	
2	3 marks Knowledge of flexible contracts and benefits	2marks Good application to TTC	4–5 marks Good use of theory and/or reasoned argument to explain impacts	
1	1–2 marks Knowledge of flexible contracts and/or benefits	1 mark One point applied to TTC	1–3 marks Some use of theory and/or reasoned argument to explain impacts	
Examiner note:				
<ul style="list-style-type: none"> • Benefit must be related to TTC not just employees • Do not reward disadvantages 				
Knowledge:				
<ul style="list-style-type: none"> • Definitions: Flexible working: allowing employer to call in workers when needed, part-time not full-time, temporary not permanent contracts; range of work tasks to be performed (any or all of these points) 				
Application:				
<ul style="list-style-type: none"> • Seasonal nature of TTC's business • Flexible working in the SRH hotels taken over could mean that workers have to be prepared to act as serving staff at mealtimes and cleaners in the morning • Need to control costs due to competitive market and e commerce • Temporary contracts for representatives abroad e.g. not employing these workers during non-holiday seasons • Linking flexible contracts to impact on reputation for providing good value family holidays 				
Analysis:				
<ul style="list-style-type: none"> • Zero-hours contracts in travel agencies will allow TTC to call in more workers at busy times but reduce fixed costs of these shops – which will help to keep them competitive at a time when e-commerce is on the increase • Flexible working and temporary contracts for representatives abroad will also reduce costs and therefore increase profits • Flexible working in the SRH hotels taken over could mean that workers have to be prepared to act as serving staff at mealtimes and cleaners in the morning – reducing costs for a business such as TTC in a very competitive market 				

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2(a)(i)	<p>Refer to the data in Table 1. Calculate:</p> <p>difference in labour turnover between the original objective and actual performance</p> <p>Labour turnover = $\frac{\text{number of workers leaving}}{\text{number of workers employed}}$ 1 [if no relevant calculation]</p> <p>Original = $42 \div 230 \times 100 = 18.3\%$ Actual = $95 \div 230 = 41.3\%$ 1 for each calculation</p> <p>Difference = 23% points 3</p>	3																																																																				
2(a)(ii)	<p>difference between the margin of safety originally aimed for and that actually achieved.</p> <p>Margin of safety = output (or sales) – break-even level 1 [if no relevant calculation]</p> <table border="1" data-bbox="308 936 1300 1993"> <thead> <tr> <th>Time</th> <th>Calculation</th> <th></th> <th>Mark</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Annual</td> <td>Original output</td> <td>80% of 78 000 = 62 400</td> <td rowspan="2">1</td> </tr> <tr> <td>Actual output</td> <td>68% of 78 000 = 53 040</td> </tr> <tr> <td></td> <td>Safety margin original</td> <td>28 600</td> <td>2</td> </tr> <tr> <td></td> <td>Safety margin actual</td> <td>14 040</td> <td>2</td> </tr> <tr> <td></td> <td>Difference</td> <td>14 560</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>Original output per month</td> <td>80% of 78 000 \div 12 = 5200</td> <td rowspan="2">1</td> </tr> <tr> <td></td> <td>Actual output per month</td> <td>68% of 78 000 \div 12 = 4420</td> </tr> <tr> <td></td> <td>Safety margin original</td> <td>2383.3</td> <td>2</td> </tr> <tr> <td></td> <td>Safety margin actual</td> <td>1170</td> <td>2</td> </tr> <tr> <td></td> <td>Difference</td> <td>1213.3</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>Original output per week</td> <td>80% of 78 000 \div 52 = 1200</td> <td rowspan="2">1</td> </tr> <tr> <td></td> <td>Actual output per week</td> <td>68% of 78 000 \div 52 = 1020</td> </tr> <tr> <td></td> <td>Safety margin original</td> <td>550</td> <td>2</td> </tr> <tr> <td></td> <td>Safety margin actual</td> <td>270</td> <td>2</td> </tr> <tr> <td></td> <td>Difference</td> <td>280</td> <td>5</td> </tr> </tbody> </table>	Time	Calculation		Mark	Annual	Original output	80% of 78 000 = 62 400	1	Actual output	68% of 78 000 = 53 040		Safety margin original	28 600	2		Safety margin actual	14 040	2		Difference	14 560	5						Original output per month	80% of 78 000 \div 12 = 5200	1		Actual output per month	68% of 78 000 \div 12 = 4420		Safety margin original	2383.3	2		Safety margin actual	1170	2		Difference	1213.3	5						Original output per week	80% of 78 000 \div 52 = 1200	1		Actual output per week	68% of 78 000 \div 52 = 1020		Safety margin original	550	2		Safety margin actual	270	2		Difference	280	5	5
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2(b)	Assess the most likely reasons why the takeover of SRH has so far failed to achieve TTC's objectives.				12
	Level	Knowledge 2 marks	Application 2 marks	Analysis 4 marks	Evaluation 4 marks
	2	2 marks Good knowledge shown of likely reasons	2 marks Factors well applied to TTC	3–4 marks Good use of theory and/or reasoned argument to explain disappointing performance	3–4 marks Good judgement shown e.g. well supported conclusion
	1	1 mark Some knowledge shown of likely reasons or definition of takeover	1 mark Some application of factors to TTC	1–2 marks Some use of theory and/or reasoned argument to explain disappointing performance	1–2 marks Some judgement shown e.g. one factor very important
	<p>Knowledge:</p> <ul style="list-style-type: none"> • Definition of takeover: buying out of one company by another • Possible reasons for failure <ul style="list-style-type: none"> – Poor understanding of the new business – Poor management of integration – Paid too much for takeover – Poor planning – Problem areas not identified in due diligence – Lack of clear leadership – Poor communication – Cultural differences <p>Application:</p> <ul style="list-style-type: none"> • Fewer managers for each hotel (delaying) might help explain the poor customer rating • Poor customer rating might also have been caused by demotivated workers due to imposition of flexible working contracts • Rapid changes to organisational structure • Lack of TTC experience in managing hotels – managing travel agencies is completely different e.g. no problems with food inventory control • No consultation with employees 				

Question	Answer	Marks
	<p>Analysis:</p> <ul style="list-style-type: none"> • Lack of synergy and culture clash between the two organisations – the difference in approach might have been very substantial and this resulted in managers/workers leaving and offering poorer customer service • Delaying might have reduced career prospects and increased workloads – could have demotivated managers leading to increased labour turnover. <p>Evaluation:</p> <ul style="list-style-type: none"> • Objectives might have been too ambitious – were they set in consultation with managers of SRH? • Only one year's figures – the culture clash might be a short term issue and the hotel management might become accustomed to the new values, etc. over time • Other factors might have affected some of the data – downturn in demand for holidays cutting occupancy rates; higher local taxes might have increased fixed costs, reducing the BE point, etc. • Comparisons with other similar hotel chains would have been useful – benchmarking • Most important factors? Accept any reasoned and supported conclusion 	

Question	Answer				Marks
3	Discuss a suitable marketing plan for the cruise holidays in Option 1.				16
Level	Knowledge 2 marks	Application 2 marks	Analysis 6 marks	Evaluation 6 marks	
2	2 marks Good knowledge shown of marketing plan	2 marks Good application to niche market holidays	4–6 marks Good use of theory and/or reasoned argument to explain key features of marketing plan	4–6 marks Good judgement shown	
1	1 mark Some knowledge shown of marketing plan	1 mark Some application to niche market holidays	1–3 marks Some use of theory and/or reasoned argument to explain key features of marketing plan	1–3 marks Some judgement shown	
<p>Knowledge:</p> <ul style="list-style-type: none"> • Marketing plan: detailed report on a marketing strategy containing research findings, objectives, marketing mix and budget • Objective – needs to be realistic and measurable e.g. specific market share %? <p>Application:</p> <ul style="list-style-type: none"> • This is a niche market – small specific, well defined part of a larger market • Need market research – this is a completely different market (segment) – prices of similar cruises, how retired people book holidays, forms of promotion used by potential competitors, etc. • Budget – needs to be adequate to meet objectives; based on estimates of what cruise competitors spend? <p>Analysis:</p> <ul style="list-style-type: none"> • Mix – Price – skimming for this product in this market segment? • Product – quality/luxury important – but different brand image (name) probably essential to differentiate from existing TTC holidays • Place – use existing travel agents to sell cruises or focus on internet? • Promotion – directed towards relevant market segment e.g. quality magazines with high ‘retired’ readership? <p>Evaluation:</p> <ul style="list-style-type: none"> • Basing mix on market research essential as TTC have no experience of this market segment • Budget must be adequate to help differentiate cruises from TTC package holidays – and must allow for new brand creation • New mix needs to be fully integrated and reflect the objectives set for it 					

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4(a)(i)	<p>Refer to the Appendix. Calculate:</p> <p>gearing ratio</p> <table border="1" data-bbox="308 383 1302 741"> <thead> <tr> <th data-bbox="308 383 1129 432">Calculation</th> <th data-bbox="1129 383 1302 432">Mark</th> </tr> </thead> <tbody> <tr> <td data-bbox="308 432 1129 483">(Non-current liabilities ÷ Capital employed) × 100</td> <td data-bbox="1129 432 1302 483">1</td> </tr> <tr> <td data-bbox="308 483 1129 535">\$75m ÷ \$135m × 100</td> <td data-bbox="1129 483 1302 535">1</td> </tr> <tr> <td data-bbox="308 535 1129 586">55.6%</td> <td data-bbox="1129 535 1302 586">3</td> </tr> <tr> <td data-bbox="308 586 1129 638">(Non-current liabilities ÷ shareholders equity) × 100</td> <td data-bbox="1129 586 1302 638">1</td> </tr> <tr> <td data-bbox="308 638 1129 689">\$75m ÷ \$60m × 100</td> <td data-bbox="1129 638 1302 689">1</td> </tr> <tr> <td data-bbox="308 689 1129 741">125%</td> <td data-bbox="1129 689 1302 741">3</td> </tr> </tbody> </table>	Calculation	Mark	(Non-current liabilities ÷ Capital employed) × 100	1	\$75m ÷ \$135m × 100	1	55.6%	3	(Non-current liabilities ÷ shareholders equity) × 100	1	\$75m ÷ \$60m × 100	1	125%	3	3
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4(a)(ii)	<p>dividend yield</p> <p>$\frac{\text{dividend per share}}{\text{market share price}} \times 100$</p> <p>Dividend per share = $12 \div 12 = 1$</p> <p>$\frac{1}{10} \times 100 = 10$</p>	3														

Question	Answer				Marks															
4(b)	Discuss the likely impact on TTC's shareholders if the two changes referred to in Table 3 are made during the next financial year.				12															
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="306 344 411 432">Level</th> <th data-bbox="411 344 612 432">Knowledge 2 marks</th> <th data-bbox="612 344 813 432">Application 2 marks</th> <th data-bbox="813 344 1096 432">Analysis 4 marks</th> <th data-bbox="1096 344 1300 432">Evaluation 4 marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="306 432 411 685" style="text-align: center;">2</td> <td data-bbox="411 432 612 685">2 marks Good knowledge shown of impact on shareholders</td> <td data-bbox="612 432 813 685">2 marks Factors well applied to TTC</td> <td data-bbox="813 432 1096 685">3–4 marks Good use of theory and/or reasoned argument to explain impact on shareholders of both changes</td> <td data-bbox="1096 432 1300 685">3–4 marks Good judgement shown e.g. well supported conclusion</td> </tr> <tr> <td data-bbox="306 685 411 1003" style="text-align: center;">1</td> <td data-bbox="411 685 612 1003">1 mark Some knowledge shown of impact on shareholders</td> <td data-bbox="612 685 813 1003">1 mark Some application of factors to TTC</td> <td data-bbox="813 685 1096 1003">1–2 marks Some use of theory and/or reasoned argument to explain impact of both changes or good analysis of one</td> <td data-bbox="1096 685 1300 1003">1–2 marks Some judgement shown</td> </tr> </tbody> </table>						Level	Knowledge 2 marks	Application 2 marks	Analysis 4 marks	Evaluation 4 marks	2	2 marks Good knowledge shown of impact on shareholders	2 marks Factors well applied to TTC	3–4 marks Good use of theory and/or reasoned argument to explain impact on shareholders of both changes	3–4 marks Good judgement shown e.g. well supported conclusion	1	1 mark Some knowledge shown of impact on shareholders	1 mark Some application of factors to TTC	1–2 marks Some use of theory and/or reasoned argument to explain impact of both changes or good analysis of one	1–2 marks Some judgement shown
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<p>Examiner note: L1 AN and EVAL if only impact on TTC with no link made to shareholders</p> <p>Knowledge:</p> <ul style="list-style-type: none"> • Gearing – measures financial risk being taken and this falls substantially with this decision <p>Application:</p> <ul style="list-style-type: none"> • Proposed that dividend be reduced by \$6m (50%) • \$15m received for travel agencies could reduce long term loans from \$75m to as little as \$60m <p>Analysis:</p> <ul style="list-style-type: none"> • Both moves could help with financing of the proposed new expansion option – by making company appear less risky and more liquid in terms of cash held and acid test • Shareholders – retained profit will increase and this might be available for future dividends (if in cash) or for assisting in financing the expansion options – which should lead to business growth and future profits • Reduced gearing ratio will cut interest costs and potentially increase net profit <p>Evaluation</p> <ul style="list-style-type: none"> • Shareholders – might be concerned by sale of existing assets – was the right price obtained for them? Are the proceeds going to be invested successfully? • Short term impact on shareholders is negative as dividends reduced 																				

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5	<p data-bbox="288 248 1318 277">Evaluate the extent to which ethics should influence the activities of TTC.</p> <table border="1" data-bbox="308 315 1299 936"> <thead> <tr> <th data-bbox="308 315 411 398">Level</th> <th data-bbox="411 315 600 398">Knowledge 2 marks</th> <th data-bbox="600 315 788 398">Application 2 marks</th> <th data-bbox="788 315 1070 398">Analysis 6 marks</th> <th data-bbox="1070 315 1299 398">Evaluation 6 marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="308 398 411 651">2</td> <td data-bbox="411 398 600 651">2 marks Knowledge shown of ethics and costs or benefits</td> <td data-bbox="600 398 788 651">2 marks Good application to TTC</td> <td data-bbox="788 398 1070 651">4–6 marks Good use of theory and/or reasoned argument to explain impact of acting/not acting ethically</td> <td data-bbox="1070 398 1299 651">4–6 marks Good judgement shown on extent to which TTC should act ethically</td> </tr> <tr> <td data-bbox="308 651 411 936">1</td> <td data-bbox="411 651 600 936">1 mark Knowledge shown of ethics</td> <td data-bbox="600 651 788 936">1 mark Some application to TTC</td> <td data-bbox="788 651 1070 936">1–3 marks Some use of theory and/or reasoned argument to explain impact of acting/not acting ethically</td> <td data-bbox="1070 651 1299 936">1–3 marks Some judgement shown on extent to which TTC should act ethically</td> </tr> </tbody> </table> <p data-bbox="288 972 456 1001">Knowledge:</p> <ul data-bbox="347 1008 1299 1106" style="list-style-type: none"> • Definition: Ethics/ethical behaviour – basing (business) decision on a moral code of conduct. ‘Doing the right thing’ • Benefits/costs of ethical behaviour <p data-bbox="288 1144 456 1173">Application:</p> <ul data-bbox="347 1180 1299 1352" style="list-style-type: none"> • Examples of indications of unethical behaviour: Zero hours contracts – not illegal but very insecure for employees • Decision to delay payment to suppliers to improve cash flow • Competitive industry – will ethical behaviour risk future of TTC? • Saving costs by not repatriating tourists quickly in event of danger. <p data-bbox="288 1391 421 1420">Analysis:</p> <ul data-bbox="347 1426 1299 1659" style="list-style-type: none"> • Suppliers might refuse to supply or offer less good service if they are going to be paid after long delays – but TTC is a big business so is TTC just using its muscle to exploit suppliers? • Benefits of improved cash flow to TTC • Potential negative impacts – low worker motivation and problems in recruiting workers – unless unemployment is high, and is this just a way of exploiting their position? <p data-bbox="288 1697 448 1727">Evaluation:</p> <ul data-bbox="347 1733 1299 2002" style="list-style-type: none"> • Flexibility, reduced costs, squeezing suppliers – these might be ‘normal tactics’ in this industry and these, and other potentially unethical practices, might be only way that TTC can carry out its ‘low cost strategy’ to give a competitive advantage. • Putting tourists in unnecessary danger by not having an effective contingency plan could lead to publicity disaster if TTC travellers are injured. • Balance of pros and cons to come to an overall conclusion 				Level	Knowledge 2 marks	Application 2 marks	Analysis 6 marks	Evaluation 6 marks	2	2 marks Knowledge shown of ethics and costs or benefits	2 marks Good application to TTC	4–6 marks Good use of theory and/or reasoned argument to explain impact of acting/not acting ethically	4–6 marks Good judgement shown on extent to which TTC should act ethically	1	1 mark Knowledge shown of ethics	1 mark Some application to TTC	1–3 marks Some use of theory and/or reasoned argument to explain impact of acting/not acting ethically	1–3 marks Some judgement shown on extent to which TTC should act ethically	16
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Questions 6 and 7 use this marking grid:				
Level	Knowledge 3 marks	Application 3 marks	Analysis 4 marks	Evaluation 10 marks
3				7–10 marks Good judgement shown throughout with well supported conclusion/recommendation, focused on the business in the case
2	3 marks Good understanding shown	3 marks Good application to the case	3–4 marks Good use of reasoned argument or use of theory to explain points made	4–6 marks Some judgement shown in the main body of the answer and an attempt to support conclusion/recommendation, focused on the business in the case OR effective and well supported conclusion/recommendation, focused on the business in the case
1	1–2 marks Some understanding shown	1–2 marks Some application to the case	1–2 marks Limited use of reasoned argument or use of theory to support points made	1–3 marks Limited attempt to show judgement either within the answer OR a weakly supported conclusion/recommendation with some focus on the business in the case
0	No creditable content			

Question	Answer	Marks
6	<p>Refer to Table 2 and other information. Recommend which one of the two strategic options for the future growth of TTC the directors should choose. Justify your recommendation.</p> <p>Knowledge:</p> <ul style="list-style-type: none"> • Strategic choice is important as decisions are costly, often effect all functional departments and are difficult to reverse • Definition of decision tree <p>Application:</p> <ul style="list-style-type: none"> • Option 1 – market development; uses existing strengths of TCC; lower EMV but may be less risky too. • Option 2 – riskier (product development?) as TTC has no experience in airline organisation/management but other holiday companies have made this move. • Experience with SRH suggest that TTC might not be good at managing organisations “out of their comfort zone” • Gearing currently high – will affect choice if borrowing required • Higher EMV for Option 2 <p>Analysis:</p> <ul style="list-style-type: none"> • Controlling costs of air travel through Option 2 will give a competitive advantage to TTC when selling package holidays. Could result in increase in demand. • Lack of spare capacity of existing airline companies may result in increasing prices in the future as travel businesses compete for seats • Cost of differentiating cruise holiday brand from TTC’s existing package holidays <p>Evaluation:</p> <ul style="list-style-type: none"> • Other data would be useful (but must be explained/justified) e.g. investment appraisal, performance of other travel companies airline divisions, market growth of cruise market segment etc. • Full SWOT/PEST essential • Most important factors? Investment cost? Time to get option up and running and established? • Conclusion based on preceding analysis • Income elastic but less price elastic – could be the right time to enter this market niche – especially as package holiday market is so competitive. • New brand important – these target customers might be deterred by buying a ‘TTC holiday’ • Higher EMV – but possibly higher investment too and selling second hand aircraft if unsuccessful might be a problem. 	20

Question	Answer	Marks
7	<p data-bbox="311 248 1182 311">Discuss the importance of strategic management to the future success of TTC.</p> <p data-bbox="311 349 480 383">Knowledge:</p> <ul data-bbox="360 387 1190 555" style="list-style-type: none"> • Strategic management – analysing, choosing strategies and implementing them in order to meet a business’s objectives. • Strategic management includes use of techniques such as SWOT/PEST, Force Filed Analysis, investment appraisal, contingency planning, corporate planning <p data-bbox="311 591 480 624">Application:</p> <ul data-bbox="360 629 1286 931" style="list-style-type: none"> • Strategic Analysis: Evidence that the takeover of SRH was not planned or analysed – based on hunch. Has not worked out well so far – would SWOT/PEST have helped? • Strategic choice: Important to make a careful decision re: the two options • Strategic implementation – SRH takeover not well handled – the change process seemed to lead to workforce problems and customer service problems. • Contingency planning needed e.g. tourists in danger <p data-bbox="311 967 443 1001">Analysis:</p> <ul data-bbox="360 1005 1302 1308" style="list-style-type: none"> • Options being considered are expensive strategies, difficult to reverse and involve all departments/functions of the business; other choice data needed e.g. full decision tree, force field analysis, investment appraisal results in order to ensure best choice is made • How corporate plan by setting clear objectives may give sense of direction and motivate managers thus resulting in better outcomes in terms of profit • How lack of contingency planning might affect reputation and long term sales of business <p data-bbox="311 1344 472 1377">Evaluation:</p> <ul data-bbox="360 1382 1299 1684" style="list-style-type: none"> • Strategic management in all of its forms will be essential for future success of TTC as it operates in a very competitive market • Judgement should be shown in the answer too – e.g. about the significance of each stage of strategic management • Even effective strategic management does not guarantee success e.g. political disturbances and economic recessions could both have a major impact on TTC’s profitability and survival • Managing the change involved in either of these two options will be essential for their success. 	20