Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

3632941995

BUSINESS **9609/31**

Paper 3 Case Study **May/June 2021**

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. Any 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 advantages to PGC of using enterprise resource planning (ERP).

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[10]

2 **(a)** Refer to Table 1 and other information provided. Calculate, using net realisable value, the:

(i) value of packed ground coffee inventory at 30 April 2021

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..... [4]

(ii) value of packed ground coffee inventory as a percentage of current assets at 30 April 2021.

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..... [2]

(b) Evaluate the difficulties for PGC of correctly valuing its inventory.

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[12]

3 Recommend a coordinated marketing mix for the new barista courses.

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[16]

4 **(a)** Refer to Appendix 1. Calculate:

(i) earliest start time (EST) for Activity F

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..... [2]

(ii) total float for Activity D

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..... [3]

(iii) free float for Activity C.

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(b) Assess the role of critical path analysis (CPA) in the successful installation of the new coffee roasting machines.

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[12]

5 Evaluate the importance of workforce planning to the success of PGC's proposed new cafés.

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[16]

Section B

Answer **one** question in this section

6 Evaluate the importance of PEST analysis to the directors as they consider whether PGC should supply tea.

7 Evaluate the usefulness of strategic choice techniques to the directors as they consider Peter's proposal for PGC to open cafés.

Write the question number here: .....

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[Turn over

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[20]

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