



# Cambridge International AS & A Level

CANDIDATE  
NAME

--

CENTRE  
NUMBER

--	--	--	--	--

CANDIDATE  
NUMBER

--	--	--	--



**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.



Ruled writing area consisting of multiple horizontal dotted lines.

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

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
..... [4]

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

.....  
.....  
.....  
.....  
.....  
.....  
..... [2]



.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

[12]

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

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

A series of horizontal dotted lines for writing, spanning the width of the page.



A series of 25 horizontal dotted lines for writing.

[16]

4 (a) Refer to Appendix 1. Calculate:

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

.....  
.....  
.....  
.....  
.....  
..... [2]

(ii) total float for Activity D

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
..... [3]

(iii) free float for Activity C.

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
..... [3]







A series of 25 horizontal dotted lines spanning the width of the page, intended for handwriting practice.



**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: .....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....



A series of horizontal dotted lines for writing, spanning the width of the page.

A series of 20 horizontal dotted lines spanning the width of the page, providing a guide for handwriting practice.



**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.