



CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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9609/31

May/June 2021

3 hours

You must answer on the question paper.

You will need: Insert (enclosed)

- 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.

- 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.

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).

This image shows a single page 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.

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.

This image shows a full page of primary-ruled paper. It features multiple sets of horizontal dashed lines spaced evenly down the page, providing a guide for handwriting practice. The paper is otherwise blank, with no text or other markings.

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

[illegible]

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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..... [3]

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

This image shows a full page of a handwriting practice worksheet. It consists of multiple sets of three horizontal dashed lines, providing a guide for letter height and placement. The lines are evenly spaced across the entire page, leaving ample room for writing practice. There is no text or other markings on the page.

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

This image shows a full page of primary-ruled paper. It features approximately 20 horizontal dashed lines spaced evenly down the page, providing a guide for handwriting practice. The paper is otherwise blank, with no margins, text, or other markings.

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