



Cambridge International AS & A Level

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BUSINESS**9609/31**

Paper 3 Business Decision-Making

October/November 2025**1 hour 45 minutes**

You must answer on the question paper.

You will need: Insert (enclosed)

INSTRUCTIONS

- Answer **all** questions.
- 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 60.
- The number of marks for each question or part question is shown in brackets [].
- The insert contains the case study.

This document has **12** pages. Any blank pages are indicated.



1 Analyse **two** likely impacts on PPP of the changing external influences.

[8]

[8]





2 Analyse **two** benefits to PPP of using quality assurance.

[8]





[2]

[2]

[illegible]



..... [12]





- 4 (a)** Using the data in Table 1.2, calculate the monthly revenue from the sales of the classic pie after the price increase.

[4]

- (b)** Evaluate the usefulness to PPP of elasticity measures when deciding on the marketing mix for the new cheese pies in export markets.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school handwriting practice 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.



..... [12]





5 Evaluate the importance of emotional intelligence to Pedro's leadership of PPP.

[illegible]



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