Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

7505521618

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.

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[Turn over

Answer **all** questions.

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

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

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3 **(a)** Using the data in Table 1.3, calculate the payback period for PPP's proposed new machine.

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(b) Using the data in Table 1.3, calculate the accounting rate of return (ARR) for PPP's proposed new machine.

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(c) Evaluate whether PPP should invest in the new machine.

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

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

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

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