



Cambridge International AS & A Level

ACCOUNTING**9706/32**

Paper 3 A Level Structured Questions

March 2021**MARK SCHEME**Maximum Mark: 150

Published

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge International will not enter into discussions about these mark schemes.

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This document consists of **19** printed pages.

PUBLISHED**Generic Marking Principles**

These general marking principles must be applied by all examiners when marking candidate answers. They should be applied alongside the specific content of the mark scheme or generic level descriptors for a question. Each question paper and mark scheme will also comply with these marking principles.

GENERIC MARKING PRINCIPLE 1:

Marks must be awarded in line with:

- the specific content of the mark scheme or the generic level descriptors for the question
- the specific skills defined in the mark scheme or in the generic level descriptors for the question
- the standard of response required by a candidate as exemplified by the standardisation scripts.

GENERIC MARKING PRINCIPLE 2:

Marks awarded are always **whole marks** (not half marks, or other fractions).

GENERIC MARKING PRINCIPLE 3:

Marks must be awarded **positively**:

- marks are awarded for correct/valid answers, as defined in the mark scheme. However, credit is given for valid answers which go beyond the scope of the syllabus and mark scheme, referring to your Team Leader as appropriate
- marks are awarded when candidates clearly demonstrate what they know and can do
- marks are not deducted for errors
- marks are not deducted for omissions
- answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.

GENERIC MARKING PRINCIPLE 4:

Rules must be applied consistently, e.g. in situations where candidates have not followed instructions or in the application of generic level descriptors.

GENERIC MARKING PRINCIPLE 5:

Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).

GENERIC MARKING PRINCIPLE 6:

Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

PUBLISHED**Social Science-Specific Marking Principles
(for point-based marking)****1 Components using point-based marking:**

- Point marking is often used to reward knowledge, understanding and application of skills. We give credit where the candidate's answer shows relevant knowledge, understanding and application of skills in answering the question. We do not give credit where the answer shows confusion.

From this it follows that we:

- a** DO credit answers which are worded differently from the mark scheme if they clearly convey the same meaning (unless the mark scheme requires a specific term)
- b** DO credit alternative answers/examples which are not written in the mark scheme if they are correct
- c** DO credit answers where candidates give more than one correct answer in one prompt/numbered/scaffolded space where extended writing is required rather than list-type answers. For example, questions that require n reasons (e.g. State two reasons ...).
- d** DO NOT credit answers simply for using a 'key term' unless that is all that is required. (Check for evidence it is understood and not used wrongly.)
- e** DO NOT credit answers which are obviously self-contradicting or trying to cover all possibilities
- f** DO NOT give further credit for what is effectively repetition of a correct point already credited unless the language itself is being tested. This applies equally to 'mirror statements' (i.e. polluted/not polluted).
- g** DO NOT require spellings to be correct, unless this is part of the test. However spellings of syllabus terms must allow for clear and unambiguous separation from other syllabus terms with which they may be confused (e.g. Corrasion/Corrosion)

2 Presentation of mark scheme:

- Slashes (/) or the word 'or' separate alternative ways of making the same point.
- Semi colons (;) bullet points (•) or figures in brackets (1) separate different points.
- Content in the answer column in brackets is for examiner information/context to clarify the marking but is not required to earn the mark (except Accounting syllabuses where they indicate negative numbers).

3 Calculation questions:

- The mark scheme will show the steps in the most likely correct method(s), the mark for each step, the correct answer(s) and the mark for each answer
- If working/explanation is considered essential for full credit, this will be indicated in the question paper and in the mark scheme. In all other instances, the correct answer to a calculation should be given full credit, even if no supporting working is shown.
- Where the candidate uses a valid method which is not covered by the mark scheme, award equivalent marks for reaching equivalent stages.
- Where an answer makes use of a candidate's own incorrect figure from previous working, the 'own figure rule' applies: full marks will be given if a correct and complete method is used. Further guidance will be included in the mark scheme where necessary and any exceptions to this general principle will be noted.

4 Annotation:

- For point marking, ticks can be used to indicate correct answers and crosses can be used to indicate wrong answers. There is no direct relationship between ticks and marks. Ticks have no defined meaning for levels of response marking.
- For levels of response marking, the level awarded should be annotated on the script.
- Other annotations will be used by examiners as agreed during standardisation, and the meaning will be understood by all examiners who marked that paper.

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Question	Answer	Marks
1(a)	Purchased goodwill occurs when a business acquires another business (1) It is the cost of acquisition (1) in excess of the fair value (1) of the separately identifiable net assets (1) of the acquired business.	4
1(b)	\$ Ordinary shares 450 000 Motor vehicle 28 000 Cash 60 000 538 000 (1) } }(1)	2

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Question	Answer	Marks
1(c)	\$ Non-current assets Property, plant and equipment W1 1 220 000 (2) (4) Goodwill W2 115 000 OF <u>1 335 000</u> Current assets Inventories 258 000 (1) Trade receivables 432 000 (1) Cash and cash equivalents 153 000 (1) <u>843 000</u> Total assets <u>2 178 000</u> Equity and liabilities Share capital of \$1 each 1 500 000 (1) Share premium 150 000 (1) General reserve 90 000 } Retained earnings 177 000 }(1) <u>1 917 000</u> Current liabilities Trade payables 261 000 (1) Total equity and liabilities <u>2 178 000</u> W1 $\\$935\,000 + \\$305\,000(1) - \\$20\,000(1) = \\$1\,220\,000$	13

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Question	Answer	Marks																																
1(c)	W2 <table><tr><td></td><td>\$</td><td>\$</td><td></td></tr><tr><td>Purchase consideration</td><td></td><td>538 000</td><td>(1)OF</td></tr><tr><td>Value of net assets acquired</td><td></td><td></td><td></td></tr><tr><td>Property, plant and equipment $244\,000 \times 1.25$</td><td>305 000</td><td>(1)</td><td></td></tr><tr><td>Inventories</td><td>63 000</td><td></td><td></td></tr><tr><td>Trade receivables $125\,000 \times 96\%$</td><td>120 000</td><td>}</td><td></td></tr><tr><td>Trade payables $69\,000 - 4000$</td><td><u>(650 00)</u></td><td>}(1)</td><td><u>423 000</u></td></tr><tr><td>Goodwill</td><td></td><td></td><td><u>115 000</u> (1)OF</td></tr></table>		\$	\$		Purchase consideration		538 000	(1)OF	Value of net assets acquired				Property, plant and equipment $244\,000 \times 1.25$	305 000	(1)		Inventories	63 000			Trade receivables $125\,000 \times 96\%$	120 000	}		Trade payables $69\,000 - 4000$	<u>(650 00)</u>	}(1)	<u>423 000</u>	Goodwill			<u>115 000</u> (1)OF	
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Goodwill			<u>115 000</u> (1)OF																															
1(d)	Future economic benefits are potentially contributing to the net increase in cash flows (1) or profit (1) to the business. This can be achieved by: - increase in the revenue (1) of P Limited due to good relationship of customer / good location / well-known business name (1) etc of Euan. - reducing the operating costs (1) of P Limited due to good employee morale making the business more efficient / good relationship with suppliers of Euan / synergy effect (1) etc. Max 6 Accept other valid points.	6																																

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Question	Answer	Marks												
2(a)	\$ 2019 \$6500 × 4/5 5 200 } 2018 \$4000 × 3/5 2 400 }(1) 2017 \$4500 × 2/5 1 800 } 2016 \$2000 × 1/5 400 }(1) 2015 \$1000 × 0/5 0 9 800 (1)	3												
2(b)	<table><tr><th>Receipts and payments account</th><th>Income and expenditure account</th></tr><tr><td>a summary of cash receipts and payments</td><td>a summary of incomes (revenue) and expenses</td></tr><tr><td>includes both capital and revenue items</td><td>includes only revenue items</td></tr><tr><td>includes only cash items</td><td>includes both cash and non-cash items</td></tr><tr><td>includes receipts and payments regardless of the period they belong to</td><td>includes incomes and expenses relating to the period the account is prepared</td></tr><tr><td>opening balance and closing balance represent balances at bank and cash</td><td>there is no opening balance and the closing balance representing surplus or deficit is transferred to accumulated fund</td></tr></table> 1 mark for each difference up to a maximum of 3 differences. Accept other valid differences.	Receipts and payments account	Income and expenditure account	a summary of cash receipts and payments	a summary of incomes (revenue) and expenses	includes both capital and revenue items	includes only revenue items	includes only cash items	includes both cash and non-cash items	includes receipts and payments regardless of the period they belong to	includes incomes and expenses relating to the period the account is prepared	opening balance and closing balance represent balances at bank and cash	there is no opening balance and the closing balance representing surplus or deficit is transferred to accumulated fund	3
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Question	Answer	Marks																																								
2(c)	Accrual / matching concept (1) – income is recognised in the accounting period to which it relates. (1) – matching income with the expenses. (1) Prudence concept (1) – to ensure that income / surplus is not overstated. (1) Special donation is designated for the 2022 anniversary activities. It should be deferred (1) and to be recognised as income in 2022 in order to match the 2022 anniversary activities expenses. It is not recognised as income in 2020 (1) and should be recorded as deferred income / fund in the 2020 statement of financial position. (1) Max 2 marks for accounting concepts and Max 3 for accounting treatment	5																																								
2(d)	<table><tr><td></td><td>\$</td><td>\$</td><td></td></tr><tr><td>Membership subscription W1</td><td></td><td>72 600</td><td>(2)</td></tr><tr><td>Life membership fees W2</td><td></td><td>5 000</td><td>(1)</td></tr><tr><td>Profit from sale of club equipment</td><td></td><td><u>2 200</u></td><td>(1)</td></tr><tr><td></td><td></td><td>79 800</td><td></td></tr><tr><td>Club house expenses W3</td><td>34 340</td><td></td><td>(1)</td></tr><tr><td>Administration expenses W4</td><td>50 850</td><td></td><td>(1)</td></tr><tr><td>Depreciation of club equipment W5</td><td><u>12 000</u></td><td></td><td>(1)</td></tr><tr><td></td><td></td><td><u>97 190</u></td><td></td></tr><tr><td>Excess of expenditure over income / Deficit</td><td></td><td><u>(17 390)</u></td><td>(1)OF</td></tr></table> W1 \$73 000 + \$2700 – \$3800(1) + \$1800 – \$1100(1)=\$72600 W2 (\$8000 + \$6500 + \$4000 + \$4500 + \$2000) × 1/5 = \$5000 W3 \$37 000 – \$2660 = \$34 340 W4 \$46 000 + \$4200 + \$650 = \$50 850 W5 (\$88 000 + 24 000 – \$52 000) × 20% = \$12 000		\$	\$		Membership subscription W1		72 600	(2)	Life membership fees W2		5 000	(1)	Profit from sale of club equipment		<u>2 200</u>	(1)			79 800		Club house expenses W3	34 340		(1)	Administration expenses W4	50 850		(1)	Depreciation of club equipment W5	<u>12 000</u>		(1)			<u>97 190</u>		Excess of expenditure over income / Deficit		<u>(17 390)</u>	(1)OF	8
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Excess of expenditure over income / Deficit		<u>(17 390)</u>	(1)OF																																							

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Question	Answer	Marks
2(e)(i)	\$ Club equipment - cost 88 000 Club equipment - accumulated depreciation (52 000) Membership subscriptions in advance (2 700) Membership subscriptions in arrears 3 800 Administration expenses paid in advance 4 200 Club house expenses accrued (2 660) Bank/cash 3 200 (1) Life membership fee (9 800) (1)OF Accumulated fund at 31 December 2019 <u>32 040</u> (1)OF	3
2(e)(ii)	\$ Accumulated fund - 1 January 2020 32 040 Deficit for the year (17 390) (1)OF Transferred to anniversary fund <u>(6 000)</u> (1) Accumulated fund - 31 December 2020 <u>8 650</u> (1)OF	3

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Question	Answer						Marks																																																															
3(a)	<table><tr><td></td><td>Ordinary shares</td><td>Share premium</td><td>Revaluation reserve</td><td>Retained earnings</td><td>Total</td><td></td></tr><tr><td></td><td>\$</td><td>\$</td><td>\$</td><td>\$</td><td>\$</td><td></td></tr><tr><td>At 1 January 2020</td><td>600 000</td><td>48 000</td><td>75 000</td><td>162 400</td><td>885 400</td><td></td></tr><tr><td>Dividend paid</td><td></td><td></td><td></td><td>(96 000) (1)</td><td>(96 000)</td><td></td></tr><tr><td>Bonus shares</td><td>60 000 }</td><td>(48 000) }</td><td></td><td>(12 000) (1)</td><td>–</td><td></td></tr><tr><td>New issue</td><td>50 000 }</td><td>20 000 }(1)</td><td></td><td></td><td>70 000</td><td></td></tr><tr><td>Revaluation</td><td></td><td></td><td>25 000 (1)</td><td></td><td>25 000</td><td></td></tr><tr><td>Profit for the year</td><td></td><td></td><td></td><td>66 720 (1)OF</td><td>66 720</td><td></td></tr><tr><td>At 31 December 2020</td><td><u>710 000</u></td><td><u>20 000</u></td><td><u>100 000</u></td><td><u>121 120</u> (1)OF</td><td><u>951 120</u> (1) W1</td><td></td></tr></table> W2 W1 Equity at 31 December 2020 = \$1 292 520 – \$341 400 = \$951 120 W2 Retained earnings at 31 December 2020 = \$951 120 – \$710 000 – \$20 000 – \$100 000 = \$121 120							Ordinary shares	Share premium	Revaluation reserve	Retained earnings	Total			\$	\$	\$	\$	\$		At 1 January 2020	600 000	48 000	75 000	162 400	885 400		Dividend paid				(96 000) (1)	(96 000)		Bonus shares	60 000 }	(48 000) }		(12 000) (1)	–		New issue	50 000 }	20 000 }(1)			70 000		Revaluation			25 000 (1)		25 000		Profit for the year				66 720 (1)OF	66 720		At 31 December 2020	<u>710 000</u>	<u>20 000</u>	<u>100 000</u>	<u>121 120</u> (1)OF	<u>951 120</u> (1) W1		7
	Ordinary shares	Share premium	Revaluation reserve	Retained earnings	Total																																																																	
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Question	Answer	Marks																																																																																												
3(b)	Statement of cash flows at 31 December 2020 <table><tr><td></td><td>\$</td><td>\$</td><td></td></tr><tr><td>Cash flows from operating activities</td><td></td><td></td><td></td></tr><tr><td>Profit from operations (\$66 720 + \$19 500)</td><td></td><td>86 220</td><td>(1)OF</td></tr><tr><td>Depreciation W1</td><td></td><td>64 000</td><td>(3)</td></tr><tr><td>Loss on disposal</td><td></td><td>3 000</td><td>(1)</td></tr><tr><td>Increase in inventories</td><td></td><td>(15 000)</td><td>}</td></tr><tr><td>Increase in trade receivables</td><td></td><td>(45 120)</td><td>}(1)</td></tr><tr><td>Increase in trade payables</td><td></td><td>8 400</td><td>(1)</td></tr><tr><td>Cash from operations</td><td></td><td>101 500</td><td></td></tr><tr><td>Interest paid</td><td></td><td>(19 500)</td><td>(1)</td></tr><tr><td>Net cash from operating activities</td><td></td><td>82 000</td><td></td></tr><tr><td>Cash flows from investing activities</td><td></td><td></td><td></td></tr><tr><td>Purchases of machinery</td><td>(93 000)</td><td>}</td><td></td></tr><tr><td>Sale proceeds from sale of motor vehicle</td><td>26 000</td><td>}(1)</td><td></td></tr><tr><td>Net cash used in investing activities</td><td></td><td>(67 000)</td><td></td></tr><tr><td>Cash flows from financing activities</td><td></td><td></td><td></td></tr><tr><td>Repayment of debenture</td><td>(80 000)</td><td>(1)</td><td></td></tr><tr><td>New issue of shares</td><td>70 000</td><td>(1)</td><td></td></tr><tr><td>Dividend paid</td><td>(96 000)</td><td>(1)</td><td></td></tr><tr><td>Net cash used in financing activities</td><td></td><td>(106 000)</td><td></td></tr><tr><td>Net decrease in cash and cash equivalents</td><td></td><td>(91 000)</td><td>(1)</td></tr><tr><td>Cash and cash equivalents at the start of the year</td><td></td><td>49 000</td><td></td></tr><tr><td>Cash and cash equivalents at the end of the year</td><td></td><td>(42 000)</td><td></td></tr></table> W1 \$842 000 + \$25 000(1) + \$93 000(1) – \$29 000(1) – \$867 000 = \$64 000		\$	\$		Cash flows from operating activities				Profit from operations (\$66 720 + \$19 500)		86 220	(1)OF	Depreciation W1		64 000	(3)	Loss on disposal		3 000	(1)	Increase in inventories		(15 000)	}	Increase in trade receivables		(45 120)	}(1)	Increase in trade payables		8 400	(1)	Cash from operations		101 500		Interest paid		(19 500)	(1)	Net cash from operating activities		82 000		Cash flows from investing activities				Purchases of machinery	(93 000)	}		Sale proceeds from sale of motor vehicle	26 000	}(1)		Net cash used in investing activities		(67 000)		Cash flows from financing activities				Repayment of debenture	(80 000)	(1)		New issue of shares	70 000	(1)		Dividend paid	(96 000)	(1)		Net cash used in financing activities		(106 000)		Net decrease in cash and cash equivalents		(91 000)	(1)	Cash and cash equivalents at the start of the year		49 000		Cash and cash equivalents at the end of the year		(42 000)		13
	\$	\$																																																																																												
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Question	Answer	Marks
3(c)	- T Limited has positive cash flow before repayment of debentures and dividend paid. $\\$101\,500 - \\$67\,000 + \\$70\,000 - \\$19\,500 = \\$85\,000$. (1) - Both the repayment of debenture and payment of dividend make T Limited turn from a positive cash position to a negative cash position. $\\$85\,000 - \\$80\,000 - \\$96\,000 = (\\$91\,000)$ (1) - T Limited turns from a positive cash position to a negative cash position if only dividend but not debenture is paid. (1) - Although T Limited has enough retained earnings to pay dividend, paying \$96 000 has great impact on the cash position. T Limited should reduce paying cash dividend and increase the bonus shares instead. (1) - T Limited is still in a positive cash position if only debenture but not dividend is paid. (1) - Early repayment of debenture however can save interest. (1) - Repayment of debenture can be deferred as the maturity date is in 2024–25 (1) Max 5 Accept other valid points.	5

Question	Answer	Marks
4(a)(i)	To the directors (Max 2) - long-term fund for the operation of the company (1) - without the dilution of management control (1) - fixed dividend, which is good for cash budgeting as the amount of dividend payment is certain (1)	4
4(a)(ii)	To the preference shareholders (Max 2) - prior claim of dividend before ordinary shareholders (1) - prior claim of net assets before ordinary shareholders when the company is liquidated (1) - fixed dividend. Accept other valid points.	

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Question	Answer	Marks
4(b)	\$ Retained earnings at 31 December 2020 252 000 Retained earnings at 1 January 2020 (195 000) Preference shares dividend paid 28 000 } } Ordinary shares dividend paid 90 000 } } Debenture interest 21 000 (1) (1) Profit from operations <u>196 000</u> (1)OF	3
4(c)(i)	Return on capital employed $\\$196\,000 \text{ (OF)} / (\\$1\,252\,000 + \\$300\,000)$ 12.63% (1)OF	1
4(c)(ii)	Dividend cover $(\\$196\,000 \text{ (OF)} - \\$21\,000 - \\$28\,000) / \\$90\,000$ 1.63 times (1)OF	2
4(c)(iii)	Dividend yield $[(\\$90\,000 / 600\,000) + \\$0.05] / \\$1.80$ 11.11% (1)OF	2
4(c)(iv)	Gearing $(\\$350\,000 + \\$300\,000) / (\\$1\,252\,000 + \\$300\,000)$ 41.88% (1)OF	2
4(d)	• issue more ordinary shares (1) to increase equity (1) • reduce dividend (1) and retain more profits (1) • repay debenture / redeem preference shares (1) to reduce non-current liabilities (1) Max 3 points × 2 1 mark and 1 mark for development. Accept other valid points.	6

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Question	Answer	Marks
4(e)	The debenture interest and preference share dividend reduce the profit available to the ordinary shares (1) Debenture interest rate 7% is lower than the ROCE 12.63% (1) Preference share dividend rate 8% is lower than the ROCE 12.63% (1) Ordinary shares enjoy a higher return, i.e. the return in excess of 7% and 8% belong to the ordinary shareholders. (1) There is no dilution of ownership for ordinary shareholders. (1) 1 mark for decision and 1 mark for each valid point up to a maximum of 4.	5

Question	Answer	Marks															
5(a)	Investigation to explain the difference (1) between a budgeted amount and an actual amount (1) .	2															
5(b)	Maintain control (1) to set / achieve targets (1) Address the problems (adverse variance/underperformed) (1) and take remedial action (1) Understand the strength (favourable variance/over performed) (1) and reinforce the strength (1) Review the standards (1) to minimise deviations from budget (1) Max 2 points × 2 1 mark and 1 mark for development. Accept other valid points.	4															
5(c)	<table> <tr> <td></td><td>\$</td><td></td></tr> <tr> <td>Direct materials</td><td>150 000</td><td>}</td></tr> <tr> <td>Direct labour</td><td>337 500</td><td>}(1)</td></tr> <tr> <td>Fixed overhead</td><td>135 000</td><td>(1)</td></tr> <tr> <td>Production costs</td><td><u>622 500</u></td><td>(1)OF</td></tr> </table>		\$		Direct materials	150 000	}	Direct labour	337 500	}(1)	Fixed overhead	135 000	(1)	Production costs	<u>622 500</u>	(1)OF	3
	\$																
Direct materials	150 000	}															
Direct labour	337 500	}(1)															
Fixed overhead	135 000	(1)															
Production costs	<u>622 500</u>	(1)OF															
5(d)(i)	\$154 000 – \$150 000 = \$4000(A) (1)	1															

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Question	Answer	Marks
5(d)(ii)	Material price variance $\\$154\,000 - \\$ (14\,200 \times \\$10) = \\$12\,000$ (A) (1) The price of materials has increased causing adverse variance (1) Material usage variance $(15\,000 - 14\,200) \times \\$10 = \\$8\,000$ (F) (1) Materials of better quality have been used resulting using lesser materials (1) Max 4	4
5(e)(i)	$\$342\,000 - \$337\,500 = \$4\,500$ (A) (1)	1
5(e)(ii)	Labour rate variance $\\$342\,000 - (22\,000 \times \\$15) = \\$12\,000$ (A) (1) The hourly rate of labour has increased. (1) Labour efficiency variance $(22\,500 - 22\,000) \times \\$15 = \\$7\,500$ (F) (1) Labour is more efficient (1)	4
5(f)	$\$18/3 = \6 per labour hour (1)	1
5(g)	$[(8\,000 - 7\,500) \times 3] \times \$6 = \$9\,000$ (1) OFA (1)	2
5(h)	For (Max 1) - a more realistic allocation of fixed overhead between various products (1) - better pricing for each product (1) Against (Max 1) - costly in analysing information to prepare cost basis (1) - time consuming in collecting information (1) 1 Mark for decision. Accept other valid points.	3

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Question	Answer	Marks																														
6(a)	- Responsibility accounting (1) - Management control of business activities (1) - Motivating departments/functions (1) - Co-ordinating activities of departments/functions (1) - Planning ahead, remedial actions can be taken if shortage of resources is identified (1) Max 2 Accept other valid points.	2																														
6(b)	<table><tr><td></td><td>April</td><td>May</td><td>June</td><td></td></tr><tr><td>Closing inventory</td><td>390 }</td><td>450 }</td><td>420 }</td><td>(1) row</td></tr><tr><td>Sales</td><td>2 400</td><td>2 600</td><td>3 000</td><td></td></tr><tr><td>Opening inventory</td><td><u>(360) }</u></td><td><u>(390) }</u></td><td><u>(450) }</u></td><td>(1) row</td></tr><tr><td>Units to be produced</td><td><u>2 430</u> (1)</td><td><u>2 660</u> (1)</td><td><u>2 970</u> (1)</td><td></td></tr></table>		April	May	June		Closing inventory	390 }	450 }	420 }	(1) row	Sales	2 400	2 600	3 000		Opening inventory	<u>(360) }</u>	<u>(390) }</u>	<u>(450) }</u>	(1) row	Units to be produced	<u>2 430</u> (1)	<u>2 660</u> (1)	<u>2 970</u> (1)		5					
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PUBLISHED

Question	Answer						Marks																																																	
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6(e)	For (Max 2) • Maintain the relationship with the long-term customer (1) • F Limited can still make a profit of \$2 each (1) Against (Max 2) • Quality not assured (1) • Delivery time not assured (1) 1 Mark for decision. Accept other valid points.						5																																																	