

# Cambridge International AS & A Level

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**BUSINESS****9609/12**

Paper 1 Business Concepts 1

**February/March 2026****1 hour 15 minutes**

You must answer on the enclosed answer booklet.

You will need: Answer booklet (enclosed)

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**INSTRUCTIONS**

- Answer **five** questions in total:
  - Section A: answer **all** questions.
  - Section B: answer **one** question.
- Follow the instructions on the front cover of the answer booklet. If you need additional answer paper, ask the invigilator for a continuation booklet.

**INFORMATION**

- The total mark for this paper is 40.
- The number of marks for each question or part question is shown in brackets [ ].

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This document has **4** pages. Any blank pages are indicated.

**Section A**

Answer **all** questions.

- 1 (a) Define the term *public sector*. [2]
- (b) Explain **one** key element of a business plan. [3]
- 2 (a) Define the term *channel of distribution*. [2]
- (b) Explain **one** stage of the product life cycle. [3]
- 3 (a) Define the term *JIC (Just in Case)*. [2]
- (b) Explain **one** method of improving capacity utilisation. [3]
- 4 Analyse **one** reason an employee might be motivated by status. [5]

**Section B**

Answer **one** question only.

**Either**

- 5 (a) Analyse **two** reasons why a lack of finance may lead to business failure. [8]
- (b) Evaluate whether using internal sources of finance is the most appropriate way to fund the growth of a pharmaceutical business. [12]

**Or**

- 6 (a) Analyse **two** disadvantages to a potential franchisee of buying into a franchise. [8]
- (b) Evaluate whether owners are the most important stakeholders in a private school. [12]



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