

**BUSINESS**

**9609/12**

Paper 1 Short Answer and Essay

**May/June 2017**

**1 hour 15 minutes**

No Additional Materials are required.

**READ THESE INSTRUCTIONS FIRST**

An answer booklet is provided inside this question paper. You should follow the instructions on the front cover of the answer booklet. If you need additional answer paper ask the invigilator for a continuation booklet.

**Section A**

Answer **all** questions.

**Section B**

Answer **one** question.

You are advised to spend no more than 35 minutes on Section A.

The number of marks is given in brackets [ ] at the end of each question or part question.



**Section A (Short Answer)**

Answer **all** questions.

- 1 (a) Define the term 'leadership'. [2]  
(b) Briefly explain **two** styles of leadership. [3]
- 2 (a) Define the term 'debt factoring'. [2]  
(b) Briefly explain how leasing might be used by a business to improve cash flow. [3]
- 3 Explain the possible benefits of mass customisation to a computer manufacturer. [5]
- 4 (a) Define the term 'demand'. [2]  
(b) Briefly explain **two** factors that could influence the demand for restaurant meals. [3]

**Section B (Essay)**

Answer **one** question only.

- 5 (a) Analyse problems a business could experience in its first year of trading. [8]  
(b) Discuss whether market research will reduce problems that might be experienced by a new start-up business. [12]
- 6 'Money is the most important factor for motivating teachers in a school.'  
Discuss this view. [20]
- 7 (a) Analyse how any **one** stakeholder group could use **both** an income statement and a statement of financial position. [8]  
(b) Discuss the view that the **quantitative** information in published accounts does not present a complete picture of business performance. [12]



**BLANK PAGE**

---

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced online in the Cambridge International Examinations Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download at [www.cie.org.uk](http://www.cie.org.uk) after the live examination series.

Cambridge International Examinations is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.