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CAMBRIDGE
International Education

Cambridge International AS & A Level

BUSINESS **9609/22**

Paper 2 Business Concepts 2 **May/June 2026**

1 hour 30 minutes

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You must answer on the enclosed answer booklet.

You will need: Answer booklet (enclosed)

INSTRUCTIONS

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

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

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1 Public Television (PT)

PT is based in country A and is a public sector business. PT broadcasts television programmes, as well as operating an online streaming service throughout country A.

PT's mission statement is:

'Our vision is to target the mass market to strengthen the welfare and cultural health of our country'.

The government of country A has introduced a law to improve diversity and equality in the workplace. PT has been criticised for a lack of diversity and equality in terms of its female employees, who make up 40% of its 20 000 employees (see Table 1.1).

Table 1.1 Employment statistics for PT in 2025

	salary	job satisfaction	labour turnover
average for all employees	$30 000	76%	12%
average for female employees	$23 500	41%	20%

The directors of PT have agreed to implement a plan to improve diversity and equality, which includes:

- Encouraging male employees to take parental leave.
- Offering free childcare for all employees with children under the age of five.
- Setting targets for the selection of female employees for all positions in PT, including higher managerial positions.
- Ensuring all female employees are given equal access to training and development, especially for the qualities intrapreneurs need for success.

(a) (i) Identify **one** method of employee selection. [1]

(ii) Explain the term *public sector*. [3]

(b) (i) Refer to Table 1.1 and other information. Calculate the number of female employees who left PT in 2025. [3]

(ii) Explain **one** reason why PT is important to the development of country A. [3]

(c) Analyse **one** advantage and **one** disadvantage to PT of targeting the mass market. [8]

(d) Evaluate the most likely impact on PT of implementing its plan to improve diversity and equality in the workplace. [12]

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2 Zorba's Flowers (ZF)

Zorba had always had a passion for flower arranging. When he was made redundant from his job as an engineer last year, he decided to use all of his savings to set up a flower shop called ZF.

Although Zorba did not require any additional finance, he decided to write a business plan before setting up ZF. Table 2.1 shows an extract from his business plan, showing the planned expenditure for ZF.

Table 2.1 Planned expenditure for ZF

expenditure	$
fixtures and fittings for the shop	10 000
rent (per month)	5 000
employees (per month)	3 000
inventory (per month)	7 000
delivery van (one needed)	20 000

Zorba opened ZF at the start of January 2026. However, Zorba encountered a number of problems with Supply Chain Management during the first three months of ZF's trading. These included:

- Changeable weather conditions meant that Zorba could not always guarantee which types of flowers would be available.
- ZF was often forced to work over-capacity at times of high demand.
- The inventory is perishable and can be easily damaged when transported.

At the end of the first three months of trading, Zorba realised that he had no working capital left. The problem was that he had not been effectively managing his trade payables.

(a) (i) Identify **one** type of inventory for a business. [1]

(ii) Explain the term *redundancy*. [3]

(b) (i) Refer to Table 2.1. Calculate Zorba's capital expenditure when he set up ZF. [3]

(ii) Explain **one** way that Zorba could manage his trade payables more effectively. [3]

(c) Analyse **one** benefit and **one** limitation to Zorba of using a business plan when setting up ZF. [8]

(d) Evaluate the importance of improved Supply Chain Management to ZF's future success. [12]

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