

2019 NOVEMBER EXAMINATIONS

GRADE 11

BUSINESS STUDIES- PAPER TWO

EXAMINER: S SINGH	MODERATOR: R GOVENDER
DURATION: 2 HOURS	MARKS: 150
NAME/SURNAME:	GRADE/DIV:

INSTRUCTIONS AND INFORMATION

1. This paper consists of 7 printed pages
2. This question paper consists of **THREE** sections:
 - Section A: **COMPULSORY**
 - Section B: Consists of **THREE** questions. **ANSWER** any **TWO** questions in this section.
 - Section C: **ESSAY** question. Consists of **TWO** questions. **ANSWER** any **ONE** question in this section.
3. Use the special answer sheet for Section A
4. Start **EACH** question on a **NEW** page, for example; QUESTION 2- NEW PAGE, QUESTION 3- NEW PAGE, ETC.
5. **Tick (✓)** the question that you have completed on the special answer sheet.
6. Except where other instructions are given, answers must be in full sentences.
7. Use the table below as a guide for mark and time allocation when answering each question.
8. Write neatly and legibly.

SECTION A	QUESTION	MARKS	TIME
A COMPULSORY	1	30	20 MINS
	2	40	30 MINS
B ANSWER ANY TWO	3	40	30 MINS
	4	40	30 MINS
	5	40	40 MINS
C ANSWER ANY ONE	6	40	40 MINS

SECTION A: (COMPULSORY)

QUESTION ONE

1.1. Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A-D) next to the question number. For example: 1.1.6. A

1.1.1. The government holds the majority of shares in this form of ownership:

- A) Harry SOC Ltd
- B) Basil (Pty) Ltd
- C) Becky Ltd
- D) Peter and Son

1.1.2. An advantage of using own funds as a source of funding for a business:

- A) Low interest is paid on the funds
- B) No interest is paid on the funds
- C) Low interest can be negotiated
- D) No interest is paid in the first year

1.1.3. A visual presentation of a set of sales figures shown as a series of rectangles:

- A) Pie chart
- B) Diagram
- C) Bar graph
- D) Line graph

1.1.4. Individuals suggest new ideas randomly that are written on a flip chart in a larger group without being criticised:

- A) Empty chair
- B) Force-field analysis
- C) Forced combinations
- D) Brainstorming

1.1.5. A theory of ethics that focuses on treating all humans equally regardless of their race, position, religion or culture:

- A) Virtue approach
- B) Utilitarian approach
- C) Justice approach
- D) Common good approach

(5×2=10)

1.2. Choose the correct word/s from the textbox provided. Write only the word/s next to the question number.

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LESSOR	NON-VERBAL PRESENTATION	SUCCESS	CAPITAL BUDGET
BELBIN ROLE THEORY	LESSEE	CASH BUDGET	VERBAL PRESENTATION
FAILURE	GROUP CONSENSUS		

- 1.2.1. The person/ business that pays to use the asset for a period of time.
 1.2.2. Presentations that use printed media to communicate information.
 1.2.3. A type of budget used for the daily operations of the business.
 1.2.4. A team dynamics theory that identified nine types of behaviour which formed distinct team roles.
 1.2.5. The achievement of a desired goal/status.

(5×2=10)

1.3. Match column A with the correct alphabets from column B. Write only the correct alphabet from column B next to the question number. For example: 1.3.6. D

COLUMN A	COLUMN B
1.3.1. PARALLEL ACTIVITIES	A. a written summary of a business venture containing the goals of the business as well as the strategies necessary to achieve goals.
1.3.2. BUSINESS PLAN	B. activities that can be done at the same time as other activities are being carried out.
1.3.3. MTR-I APPROACH THEORY	C. when people use past decisions to guide them in their decision making.
1.3.4. ROUTINE THINKING	D. a legal document that must accompany a business's offer of shares for sale to the public.
1.3.5. PROSPECTUS	E. defines team roles in terms of the contributions/ products each member brings to the team.
	F. these draw on common valuable experiences.
	G. activities that are dependent on the completion of other activities.
	H. this means to be in a psychological state where you are unable to think creatively.
	I. the share of profits paid to the shareholders of a company.
	J. when it is useful for team members to know their own personality type and personality types of the rest of the team.

(5×2=10)

SECTION B

ANSWER ANY TWO QUESTIONS FROM THIS SECTION

QUESTION TWO: BUSINESS VENTURE

2.1. Read the scenario below and answer the questions that follow:

KEREN'S HOMEWORK CENTRE

Mrs Diana worked as a teacher for many years and realised that many children struggled to complete their homework. She took a calculated risk by resigning from her teaching post and opened her own homework centre to assist children with completing their homework daily.

- 2.1.1. State the entrepreneurial quality mentioned in the scenario. Motivate your answer by quoting from the scenario. (3)
- 2.1.2. List FIVE **OTHER** qualities of an entrepreneur. (5)
- 2.1.3. Advise Diana on the SIX steps that must be considered in setting up a company. (6)
- 2.1.4. Discuss the challenges of establishing a company. (6)

2.2. Read the scenario below and answer the questions that follow:

ANGELS EVENING DRESSES

Angel has a good business idea to design and manufacture evening dresses on order. She desperately needs more funding to set up her business and has no knowledge of transforming her business plan into an action plan. She decided to apply for a loan from her local bank and handed in a business plan with her loan application. Later, she received notification of her loan being approved.

- 2.2.1. Identify the aspects that must be included in an action plan. (4)
- 2.2.2. Suggest ONE other sources of funding Angel could use beside the one mentioned in the scenario. (2)
- 2.2.3. Explain the benefits of drawing up an action plan. (8)
- 2.3. Discuss the contractual implications of franchising. (6)

(40 marks)

QUESTION THREE: BUSINESS ROLES

3.1. Read the scenario below and answer the questions that follow:

PHOENIX CARE CENTRE (PCC)

PCC directly assist abused women and children in rural areas. They offer group counselling, legal advice and entrepreneurial programmes to abused women and children.

- 3.1.1. Identify, from the scenario, THREE ways in which PCC assist women and children. (3)
- 3.1.2. Tabulate the difference between CSR and CSI. (4)
- 3.1.3. Recommend ways a business can play a role in the community. (8)

3.2. Read the scenario below and answer the questions that follow:

FANTASTIC SUPERMARKET (FS)

The management of FS wants to improve on the quality of their service because of various complaints from their customers. They have requested employees to list the pros and cons on how to improve their services to satisfy customer's needs.

- 3.2.1. Identify the problem solving technique, from the scenario, that FS is using. Motivate your answer by quoting from the scenario. (3)
- 3.2.2. Explain the steps to the technique identified in Question 3.2.1. (8)
- 3.2.3. Tabulate the difference between problem solving and decision making. (4)

3.3. Read the extract below and answer the questions that follow:

The changing environments in which businesses operate are increasingly stressful. Businesses need to deal with crisis related issues.

- 3.3.1. List THREE causes of stress in the business/ workplace. (6)
- 3.3.2. Discuss the negative impact of stress on a business. (4)

(40 marks)

QUESTION FOUR: MISCELLANEOUS

BUSINESS VENTURES

4.1. Identify the type of planning tools (TIMELINE/ GANTT CHART) used to transfer a business plan into an action plan in each statement below: (4)

4.1.1. Bob indicates the due date or date of completion for each of the short term objectives and tasks on a linear scale.

4.1.2. Gracy used a graph to show the duration of each task against the progression of time.

4.2. Copy and complete the table below in your answer booklet: (6)

CHARACTERISTICS	PARTNERSHIP	PRIVATE COMPANY
NAME ENDING		
LIABILITY		
NUMBER OF OWNERS		

4.3. "Outsourcing entails transferring certain functions to a sub-contractor"

4.3.1. Outline TWO contractual implications of outsourcing. (2)

4.3.2. Evaluate the impact of outsourcing on a business. (4)

4.4. Explain "CUSTOMER BASE" as a key success factor of a business. (4)

BUSINESS ROLES

4.5. Identify the unethical business practice illustrated in each statement below: (6)

4.5.1. Macy's Construction Ltd is paid cash for its services in order to avoid paying VAT on the transaction.
This transaction is not recorded.

4.5.2. Blake, a manager at Buildings CC, often makes unwelcome comments to his female colleagues.

4.5.3. Employees of Devices Ltd are often on social networks on the internet during work time.

4.6. Recommend TWO ways a business can create an environment that promotes creative thinking. (4)

4.7. Discuss the following criteria to assess successful team performance:

4.7.1. Interpersonal attitudes and behaviour. (4)

4.7.2. Shared values/mutual trust and support. (4)

4.8. Explain TWO ways in which an individual can manage stress. (2)

(40 marks)

SECTION C

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ANSWER ANY ONE QUESTION FROM THIS SECTION

QUESTION FIVE: BUSINESS VENTURES

CELLPHONE EXPERTS LTD

Mr Khaya is the sales manager at Cellphone Experts Ltd. He needs to do a presentation on the latest product range to prospective buyers. He wants to use visual aids during his presentation. The marketing manager suggested that he compose a flyer to support his presentation.

Mr Khaya needs details on the following aspects, therefore he requires you to:

- Identify FIVE different types of visual aids
- Discuss the advantages of using visual aids in a presentation
- Explain factors to consider DURING a presentation
- Propose ways in which Mr Khaya may respond to feedback in a professional manner

(40 marks)

QUESTION SIX: BUSINESS ROLES

Businesses employ workers from different cultural backgrounds and beliefs, which may lead to conflict in the workplace. Employees are also expected to work together in teams, which may intensify conflict.

Refer to the statement above and include the following in your essay:

- Differentiate between grievance and conflict and provide an example for each
- Outline the steps to conflict resolution
- Discuss the characteristics of successful teams
- Elaborate on the stages of team development

(40 marks)

ALL THE BEST!!!

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1.1. Multiple choice

1.1.1. A //

1.1.2. B //

1.1.3. C //

1.1.4. D //

1.1.5. C //

1.2. Choose the correct word/s from the textbox provided.

1.2.1. LESSEE //

1.2.2. NON VERBAL PRESENTATIONS //

1.2.3. CASH BUDGET //

1.2.4. BELBIN ROLE THEORY //

1.2.5. SUCCESS //

1.3. Match column A with the correct alphabets from column B

1.3.1. B //

1.3.2. A //

1.3.3. E //

1.3.4. C //

1.3.5. D //



[Handwritten signature]

SECTION B: SHORT QUESTIONS

ANSWER ANY TWO QUESTIONS FROM THIS SECTION

QUESTION TWO: BUSINESS VENTURE

2.1.1. ^{Risk Taking ✓} "She took a calculated risk by resigning from her teaching post and opened her own homework centre to assist children with completing their homework daily." ✓ (3)

2.1.2. Qualities of an entrepreneur

- Determination to succeed ✓
- Goal-orientation ✓
- Focus on growth ✓
- Self-belief ✓
- Creativity and innovation ✓
- Openness to change ✓
- Self-motivation ✓
- Competitiveness ✓
- Self-improvement ✓
- Good management ✓
- Perseverance ✓
- Passion ✓
- High degree of commitment ✓
- High levels of energy ✓

Mark first 5 only

2.1.3. SIX steps that must be considered in setting up a company.

- Decide who the people involved are (the owners and directors) ✓
- Contact CIPC to reserve a name for the company ✓
- Complete a memorandum of incorporation ✓
- File a notice of incorporation ✓
- Receive a registration number ✓
- Establish a banking account number and register for tax ✓

(6)

2.1.4. Challenges of establishing a company

- Companies pay a higher tax than other forms of ownership. ✓
- It has to meet the requirement of publicity disclosing much financial information. ✓
- It has to submit audited annual financial statements. ✓
- It has to comply with stricter regulations in the new Companies Act on the running of the company, publishing of information, holding of meetings, auditing of accounts and appointing of an audit committee to increase accountability and transparency. ✓

(6)

2.2.1. Aspects that must be included in an action plan

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The tasks to be done	✓
The people responsible for performing the tasks	✓
The time it would take to complete the task	✓
The resources needed	✓

(4)

2.2.2. Sources of funding

Overdraft	✓✓
Trade credit	✓✓
Factoring of debts	✓✓
Grants	✓✓
Venture capital	✓✓
Angel funding	✓✓

Mark first only

2.2.3. Benefits of drawing up an action plan

- Allows projects to achieve a specified time frame. ✓
- Allows the person responsible for achieving particular goals to be organised. ✓
- Acts as a control measure as it sets a standard to which performance can be measured against. ✓
- Activities can be prioritised according to its importance. ✓

2.3. Contractual implications of franchising.

- The contract is between the franchisor and the franchisee. ✓
- The franchisee receives a license to sell the goods and services in a specific area for a specific period of time. ✓
- The franchisee is obligated to follow the policies of the parent company, and the franchisor also has specified responsibilities to the franchisee. ✓
- The franchisee either pays a flat fee or a share of the profits (royalties). ✓
- The franchise agreement also stipulates the pricing policy and the initial training of the franchisee and his/her staff. ✓
- The contract should define the option to lengthen the franchise grant period. ✓
- The contract should have a termination clause. ✓
- The form of ownership of the franchisee's business must be stipulated ✓ (c)

QUESTION THREE: BUSINESS ROLES

3.1.1. They offer group counselling, legal advice and entrepreneurial programmes to abused women and children.

3.1.2.

CSR	CSI
<ul style="list-style-type: none">Refers to strategies used by business to take responsibility for their impact on society/ the environment.Aims at improving the quality of life for employees/ their families and the community in which the business operates.It is the way in which companies manage their business operations so that it impacts on all stakeholders.Focus is on the commitment from business to act ethically by contributing to social/ economic development. <p>(2)</p>	<ul style="list-style-type: none">Refers to any project undertaken by business which is not directly aimed at increasing profitability.Regarded as direct investments in projects that will benefit the community.CSI projects are developmental of nature and business resources are used to benefit /uplift communities.CSI focuses on how businesses manage their expenditure on CSI projects. <p>(2) (Max 4)</p>

3.1.3. HOW A BUSINESS CAN PLAY A ROLE IN THE COMMUNITY

- Businesses should improve the general quality of life of employee's families in their community, e.g. develop skills in the community/ invest in education.
 - Ensure that the product they supply do not harm consumers/the environment.
 - Refrain from engaging in illegal/harmful practices such as employing children under the legal age/ selling illegal substances.
 - Make ethically correct business decisions, e.g. not engage in unfair/ misleading advertising.
 - Participate in community projects involving HIV/AIDS/ education/ counselling/ other meaningful causes.
 - Donate money to a community project/ run a project to uplift the community.
 - Provide recreational/ sport facilities to promote social cohesion/healthy activities.
 - Businesses can also invest in or get involved in community organisations as a part of their CSR
- (8)

3.2.1. force-field analysis technique.

"They have requested employees to list the pros and cons on how to improve their services to satisfy customer's needs."

(3)

3.2.2. Steps to force-field analysis

- Identify all the forces influencing the decision
- Weigh up the advantages and disadvantages by looking at all the forces for and against the decision
- Give each force a score from 1 (weak) to 5 (strong)
- Choose the most appropriate alternative.
- Make the most of advantages and disadvantages.

3.2.3.

Problem solving	Decision making
<ul style="list-style-type: none">• Problem can be solved by a group/ team or an individual team member. ✓• Alternative solutions are generated/ identified and critically evaluated. ✓• Process of analysing a situation to identify strategies to bring about change. ✓ <p>(2)</p>	<ul style="list-style-type: none">• It is often done by one person/ a member of a senior management who makes it authoritarian. ✓• Various alternatives are considered before deciding on the best one. ✓• It is part of the problem solving cycle as decisions need to be taken in each step. ✓ <p>(2)</p>

(Max 4)

3.3.1. CAUSES OF STRESS IN THE WORKPLACE

- Unclear/unfamiliar working conditions ✓
 - Poor leadership and management skills by supervisors ✓
 - Lack of workers involvement participation in decision making ✓
 - Poor working conditions which may impact on workers well-being ✓
 - Unfair employment policies/procedures that promote discrimination ✓
 - Work overload/ unrealistic targets ✓
 - A lack of power or influence ✓
 - Long working hours ✓
 - A lack of finances, human resources or physical resources ✓
 - Changes in job description, in management, in technology or in the economy ✓
 - Confrontations and conflicts ✓
 - Unsuitability for role (employees feels incompetent and burns out, causing frustration to others) ✓
 - Inadequate training (employees feel incompetent and others carry heavier workload) ✓
- (Mark for 3)

3.3.2. NEGATIVE IMPACT OF STRESS ON A BUSINESS

- Stress can lead to depression/physical or mental breakdown ✓
- Productivity may be reduced thus decreasing profitability ✓
- Employees working under stressful conditions may deliver poor services to business customers/ negatively impact on the business image ✓
- Worker may find it difficult to adapt to change/resist change ✓
- Workers may find it difficult to face crisis in difficult situations ✓
- Business may face high levels of absenteeism ✓
- Resentment of management ✓
- Stressful working conditions may lead to conflict/inter-personal problems in the workplace ✓
- Lack of confidence in their ability and future prospects ✓
- A poor work ethic ✓
- Negative public relations ✓
- Resignation of highly skilled staff and a consequent lack of skills ✓
- Long term financial losses ✓

QUESTION FOUR: MISCELLANEOUS

BUSINESS VENTURES

4.1. Identify the type of planning tool:

4.1.1. Timeline ✓✓

4.1.2. Gantt chart ✓✓ (A)

4.2.

CHARACTERISTICS	PARTNERSHIP	PRIVATE COMPANY
NAME ENDING	No name restriction ✓	PTY(Ltd) ✓
LIABILITY	Unlimited liability ✓	Limited liability ✓
NUMBER OF OWNERS	2-unlimited ✓	1- Unlimited ✓

(6)

4.3.1. TWO contractual implications of outsourcing

- The contract is between the company and the vendor. ✓
- The company pays the vendor for the goods or services. ✓
- The agreement needs to be very specific to avoid legal action. ✓ (Mark first two)

(2)

4.3.2. Impact of outsourcing on a business

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> • The businesses personnel costs are lower ✓ • The outsourcing business does not have to employ expensive specialised staff. ✓ • Its taxes are lower because the producers are independent contractors. ✓ • There is flexibility to change third-party vendors whenever necessary. ✓ • Production time is shortened. ✓ • The vendor's expertise is useful. The business can benefit from his/her specialised knowledge. ✓ • The business can save money instead of spending it on specialised knowledge. ✓ • The fixed costs of maintaining the plant and machinery are lower. ✓ 	<ul style="list-style-type: none"> • The business has less control over activities, and this could have undesirable results. ✓ • Sometimes the business has to face monopoly pricing and has to bear the cost. ✓ • The business is dependent on the vendor for its production process. Therefore communication problems could cause frustration, and the vendor's problems could cause job losses in the company. ✓ • The vendors have less commitment to the business. ✓

(4)

4.4.

CUSTOMER BASE	
	<ul style="list-style-type: none"> • Successful businesses usually have a loyal customer base who return again and again. ✓ • This can only happen if you meet the needs of customers consistently and provide excellent service. ✓

(4)

BUSINESS ROLES

4.5. Identify the unethical business practices

- 4.5.1. Tax evasion //
- 4.5.2. Sexual harassment //
- 4.5.3. Abuse of work time //

(6)

4.6. TWO ways to create an environment that promotes creative thinking

- Provide a working environment that is free from distractions //
- Reward creativity by introducing reward schemes for teams/individuals who come up with creative ideas. //
- Respond enthusiastically to all ideas and never let anyone feel less important. //
- Encourage alternative ways of doing things. //
- Encourage job swaps within the organisation/studying how other businesses are doing things. //
- Train staff in innovative techniques /creative problem solving skills/mind mapping/lateral thinking. //
- Place suggestion boxes around the workplace and keep communication channels open for new ideas. //
- Encourage staff to come up with new ideas/opinions/solutions. //
- Emphasize the importance of creative thinking to ensure that all staff knows that you want to hear their ideas. //

(Mark first two) (4)

4.7. Discuss the following as criteria which can be used to assess successful team performance:

4.7.1. Interpersonal attitudes and behaviour

- Members have a positive attitude of support and motivation towards each other. ✓
- Good/sound interpersonal relationships will ensure job satisfaction/increase productivity of the team. ✓
- Members are committed/passionate towards achieving a common goal/objectives. ✓
- Team leader acknowledges/gives credit to members for positive contributions. ✓

(4)

4.7.2. Shared values/mutual trust and support

- Shows loyalty/respect/trust towards team members despite differences. ✓
- Shows respect to the knowledge/skills of other members. ✓
- Perform team tasks with integrity/pursuing responsibility/meeting team deadlines with necessary commitment to team goals. ✓

(4)

4.8. TWO ways to manage stress.

1. Be aware of what creates stress for you and your present stress levels ✓	7. Get enough of sleep ✓
2. Predict stressful situations and make changes where possible ✓	8. Eat healthy meals ✓
3. Apply good time management skills ✓	9. Exercise regularly ✓
4. Accept those things that cannot be changed and focus on the things you can control ✓	10. Find an effective relaxation technique ✓
5. Set realistic goals and targets ✓	11. Make time for holidays ✓
6. Avoid conflicts ✓	12. Follow a balanced lifestyle ✓
	13. Make time for yourself ✓

(2)

SECTION C: ESSAY
ANSWER ANY ONE QUESTION FROM THIS SECTION

QUESTION FIVE: BUSINESS VENTURES

INTRODUCTION

- It is essential for business-related information to be presented and validated effectively. ✓
 - The information can be presented verbally or non-verbally, and it can be effectively validated through the proper use of tables, graphs, diagrams and illustrations and other appropriate visual aids. ✓
- (2x1)

BODY

1. OUTLINE FIVE DIFFERENT TYPES OF VISUAL AIDS

OVERHEAD PROJECTOR/SLIDES/TRANSPARENCIES	✓✓
Data projector	✓✓✓
Flip charts	✓✓✓✓
Whiteboard	✓✓✓✓✓
Interactive whiteboard	✓✓✓✓✓
Video-conferencing	✓✓✓

Mark first FIVE only

(10)

2. ADVANTAGES OF USING VISUAL AIDS IN A PRESENTATION

- Supports/emphasises the main points. ✓
 - Helps the audience to understand/ clarify the topic. ✓
 - Makes a presentation more understanding and more memorable. ✓
 - Useful in presenting information to members of the audience who learn best through visuals. ✓
 - Summarises large amounts of facts to keep the presentation short and to the point. ✓
 - Eye-catching visual aids can attract the audience/ readers attention. ✓
 - Conveys key points of a presentation e.g. the contact details of the presenter can be given via hand-outs/business cards. ✓
 - Very useful when presenting financial information to management. ✓
 - Stimulates more than one sense of the audience during a presentation, e.g. seeing and hearing, to attract/keep their attention. ✓
 - Improves the professional quality of the presentation when suitable visual aids are used. ✓
- (14)

3. FACTORS TO CONSIDER DURING A PRESENTATION

- Make eye contact with all the audience and face all directions of the audience. ✓
 - Be audible to all listeners / audience. ✓
 - Adjust your voice level/tone to avoid monotony. ✓
 - Add some humour in your presentation. ✓
 - Use visuals effectively to enhance the presentation. ✓
 - State the aims/main points of the presentation in the introduction. ✓
 - Put the most important information first. ✓
 - Summarise the presentation in the conclusion. ✓
 - Stand upright during the presentation/ avoid hiding yourself behind the equipment. ✓
 - Pace yourself/ do not rush or talk too slowly/ keep it short and simple. ✓
- (12)

4. WAYS TO RESPOND TO FEEDBACK IN A PROFESSIONAL MANNER

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- You should stand up throughout the feedback session.
 - You should be polite/confident/courteous.
 - Ensure that you understand each question/comment before responding.
 - Listen and then respond.
 - Provide feedback as soon as possible after the observed event.
 - You should be direct/honest/sincere.
 - Use simple language/support what you are say with an example/keep answers short and to the point.
 - Always address questions and not the person.
 - Acknowledge good questions.
 - Rephrase questions if uncertain.
 - Do not get involved in a debate.
 - Do not avoid the question if you do not know the answer but rather refer it to senior management member.
 - Address the whole audience and not only the person asking the question. (Max 10.)

CONCLUSION

Conducting a presentation can have many benefits for a company as it keeps the audience focused. The above information are some key points to keep in mind when conducting a presentation. (2)

MARK ALLOCATION

INTRODUCTION	2
1. Outline FIVE different types of visual aids	10
2. Advantages of using visual aids in a presentation	14
3. Factors to consider during a presentation	12
4. Ways to respond to feedback in a professional manner	10
CONCLUSION	2
LAYOUT	2
ANALYSIS	2
SYNTHESIS	2
ORINGINALITY	2
MAX TOTAL	40

QUESTION SIX: BUSINESS ROLES

INTRODUCTION

Working in a team has many benefits as there are a lot more people's ideas to consider. Teams must be managed carefully in order to ensure a successful collaborative team. ✓ (2x1)

BODY

1. DIFFERENTIATE BETWEEN GRIEVANCE AND CONFLICT

GRIEVANCE	CONFLICT
<ul style="list-style-type: none">When an employee is unhappy/has a problem/complaint in the workplace. //It is when an individual/ group has a work related issue. //Example: discrimination, unfair treatment, poor working conditions. ✓ <p style="text-align: right;">Submax 3</p>	<ul style="list-style-type: none">Clash of opinions/ideas/viewpoints in the workplace. //Disagreements between two or more parties in the workplace. //Examples: a lack of trust/miscommunication/personality clashes/different values. ✓ <p style="text-align: right;">Submax 3 (Max 6)</p>

2. STEPS TO CONFLICT RESOLUTION

- Identify/acknowledge that there is a conflict. //
 - Analyse the cause/s of conflict by breaking it down into different parts. //
 - Pre-negotiations may be arranged where members will be allowed to state their case/views separately. //
 - Arrange a meeting between conflicting team members. //
 - A time and place for discussion is arranged for negotiations where all members are present. //
 - Each member has the opportunity to express his/her own opinions/feelings/conflicting members may recognise that their views are different. //
 - Devise/brainstorm possible ways of resolving the conflict. //
 - Conflicting members agree on criteria to evaluate the alternatives. //
 - The best possible solution/s is/are selected and implemented. //
 - Evaluate/follow up on the implementation of the solution/s. //
 - Monitor progress to ensure that the conflict has been resolved. //
- (Max 10)

3. CHARACTERISTICS OF SUCCESSFUL TEAMS

- Successful teams share a common goal as team members are part of the process of setting goals for the group. ✓
- Share a set of team values and implement group decisions. ✓
- Teams value the contributions of individual members and reach consensus on differences. ✓
- There is a climate of respect/ trust and honesty. ✓
- Team members enjoy open communication and deal with items of conflict immediately. ✓
- Teams are accountable and members know the time frame for achieving their goals. ✓
- Teams pay attention to the needs of the individual team members. ✓
- Successful teams have sound intra-team relations/ interpersonal attitudes and beliefs. ✓
- Creates an environment where team members are given opportunities to develop so that team members grow and learn from the experience of working in a team. ✓

- Regular reviews of team processes and progress may detect/ solve problems sooner. ✓
- Balance the necessary skills/ knowledge/ experience/ expertise to achieve the objectives. ✓

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(Max 10)

4. STAGES OF TEAM DEVELOPMENT

4.1. FORMING STAGE

- Individuals gather information and impressions about each other and the scope of the task and how to approach it. ✓
- This is a comfortable stage to be in. ✓
- People focus on being busy with routines, such as team organisation e.g. who does what, when to meet each other, etc. ✓

Submax 4

4.2. STORMING STAGE

- Teams go through a period of unease/ conflict after formation. ✓
- Different ideas from team members will compete for consideration. ✓
- Team members open up to each other and confront each other's ideas/ perspectives. ✓
- Tension/ struggle/ arguments occur and upset the team members/ there may be power struggles for the position of team leader. ✓
- In some instances storming can be resolved quickly, in others, the team never leaves this stage. ✓
- Many teams fail during this stage as they are not focused on their task. ✓
- This phase can become destructive for the team/ will lower motivation if allowed to get out of control. ✓
- This stage is necessary/ important for the growth of the team. ✓
- Some team members tolerate each other to survive this stage. ✓

Submax 4

4.3. NORMING STAGE/ SETTLING AND RECONCILIATION

- Team members form agreement and consensus. ✓
- Roles and responsibilities are clear and accepted. ✓
- Processes, working styles and respect develops. ✓
- Team members have the ambition to work for the success of the teams goals. ✓
- Conflict may occur, but commitment and unity are strong. ✓

Submax 4

4.4. PERFORMING STAGE/ WORKING AS A TEAM TOWARDS A GOAL

- Team members are aware of strategies and aims of the team. ✓
- They have direction without interference from the leader. ✓
- Processes and structures are set. ✓
- Leaders delegate and oversee the processes and procedures. ✓
- All members are now competent, autonomous and able to handle the decision-making process without supervision. ✓
- Differences among members are appreciated and used to enhance the team's performance. ✓

Submax 4

4.5. ADJOURNING STAGE/ MOURNING STAGE

- The focus is on the completion of the task/ ending the project. ✓
- Breaking up the team may be traumatic as team members may find it difficult to perform as individuals once again. ✓
- All tasks need to be completed before the teams finally dissolves. ✓

Submax 4

CONCLUSION

To be a positive team role player it is essential for every member of the team to understand each person to avoid conflicts that may arise and work towards the goals successfully. ✓

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