

Teacher's Guide

BUSINESS STUDIES

11



basic education

Department:
Basic Education
REPUBLIC OF SOUTH AFRICA

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Grade 11 Teachers Guide

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Introduction

What is Business Studies?

The subject, Business Studies, deals with the knowledge, skills, attitudes and values critical for informed, productive, ethical and responsible participation in the formal and informal economic sectors. The subject encompasses business principles, theory and practice that underpin the development of entrepreneurial initiatives, sustainable enterprises and economic growth.

The table below indicates the four main topics and corresponding topics in the Business Studies Curriculum.

Weighting of Curriculum	Topic
Business environment (weighting 25%)	Macro environment: Impact of recent legislation on business
	Macro environment: Business strategies
	Business sectors and their environment
Business venture (weighting 25%)	Management and leadership
	Investment: Securities/Opportunities
	Investment: insurance
	Forms of ownership with the focus on how they can contribute to the success/failure of a business
	Presentation and data response
Business role (weighting 25%)	Ethics and professionalism
	Creative thinking and Problem-solving
	Social Responsibility and Corporate Citizenship Corporate Social Responsibility (CSR) Corporate Social Investment (CSI)
	Human rights, inclusivity and environmental issues
	Team performance assessment Conflict management
Business operation (weighting 25%)	Human resource function
	Quality of performance

The Purpose of Business Studies

Business Studies will ensure that learners:

- acquire and apply essential business knowledge, skills and principles to productively and profitably conduct business in changing business environments;
- create business opportunities, creatively solve problems and take risks, respecting the rights of others and environmental sustainability;
- apply basic leadership and management skills and principles while working with others to accomplish business goals;
- are motivated, self-directed, reflective lifelong learners who responsibly manage themselves and their activities while working towards business goals;
- are committed to developing themselves and others through business opportunities and ventures;
- are able to secure formal employment, and are in a position to pursue sustainable entrepreneurial and self-employment career pathways.

Time allocation for Business Studies in the Curriculum

The teaching time for Business Studies is 4 hours per week, per grade (Grade 10, 11 and 12) on the timetable.

Subject	Time allocation per week (hours)
Home Language	4,5
First Additional Language	4,5
Mathematics	4,5
Life Orientation	2
Three Electives	12 (3 × 4h)

- Tips or advice on approaches to teaching different topics
- Include a summary of the Annual Teaching plan as per the CAPS

Requirements to offer Business Studies as a subject

Resources to offer Business Studies as a subject are the responsibility of the school.

- Each learner should have:
 - ♦ a textbook
 - ♦ stationery
 - ♦ other relevant resources.
- The teacher should have:
 - ♦ a variety of textbooks for reference
 - ♦ a Partnership's Articles of Association
 - ♦ Legislation, e.g. Companies Act, 71 of 2008, Employment Equity Act No. 55 of 1998, National Credit Act No. 34 of 2005, Consumer Protection Act No. 68 of 2008, Basic Conditions of Employment Act No. 75 of 1997, Labour Relations Act No. 66 of 1995, Black Economic Empowerment Act No.53 of 2003, Skills Development Act No.97 of 1998, Compensation for Occupational Injuries and Diseases Act No. 130 of 1993, Hire Purchase Act, Long-term Insurance Act No. 52 of 1998, Short-term Insurance Act No. 53 of 1998, etc.
 - Memorandum of Incorporation (MOI) - new founding document of a company
 - Specimen of contract forms
 - Bank brochures
 - Business and financial magazines
 - Corporate Social Responsibility (CSR) Policy - any company
 - The King Code of Governance for South Africa 2009
 - Exam guidelines
 - Previous NCS exam papers and memorandums

Annual Teaching Plan

Overview of Term 1

Layout	Description	Weeks/Hours	Term	Page
Topic 1	Influences on business environments			
Unit 1.1	Revising the components of the micro, market and macro environments	1 week	1	2
Unit 1.2	Business' control over the micro, market, and macro environments		1	5
Unit 1.3	Challenges of the business environments			8
Topic 2	The challenges of the business environments			
Unit 2.1	Challenges in the micro environment	1 week	1	14
Unit 2.2	Challenges of the market environment		1	16
Unit 2.3	Challenges of the macro environment		1	19
Topic 3	Adapting to the challenges in the business environments			
Unit 3.1	Ways in which businesses can adapt to challenges of the business environments	1 week	1	26
Unit 3.2	Ways in which businesses can have a direct influence on the environment		1	29
Unit 3.3	Lobbying, networking and power relationships		1	31
Topic 4	Contemporary Socio-Economic Issues and businesses			
Unit 4.1	Contemporary socio-economic issues that pose a challenge to businesses and its impact on businesses	1 week	1	38
Unit 4.2	Discussing the impact of piracy on business operations		1	45
Unit 4.3	Defining industrial relations			47
Topic 5	Business sectors			
Unit 5.1	Recap the meaning of the primary, secondary and tertiary sectors	1 week	1	55
Unit 5.2	Link/relationship between the primary, secondary and tertiary sector		1	56
Topic 6	Benefit of a company over other forms of ownership			
Unit 6.1	The characteristics, advantages, and disadvantages of the forms of ownership	3 weeks	1	65
Unit 6.2	The differences between forms of ownership		1	72
Unit 6.3	The challenges of establishing a company versus other forms of ownership		1	74
Unit 6.4	Understanding the Memorandum of Incorporation (MOI), notice of incorporation, and prospectus			78

Overview of Term 2

Layout	Description	Weeks/Hours	Term	Page
Topic 7	Avenues of acquiring businesses			
Unit 7.1	Why entrepreneurs may decide to buy an existing business	2 weeks	2	92
Unit 7.2	The meaning, advantages, disadvantages, and contractual implications of franchising, outsourcing and leasing		2	94
Topic 8	Creative thinking and problem solving			
Unit 8.1	Creative thinking to address business problems	1 week	2	102
Unit 8.2	Problem solving		2	105
Unit 8.3	Solutions to a business problem			109
Topic 9	Stress and crisis management			
Unit 9.1	Understanding stress	1 week	2	115
Unit 9.2	Defining crisis in the workplace			118
Unit 9.3	Learning about change management			120
Topic 10	The marketing function			
Unit 10.1	Marketing	3 weeks	2	128
Unit 10.2	The product development policy		2	131
Unit 10.3	The pricing policy		2	138
Unit 10.4	The distribution policy			142
Unit 10.5	The communication policy			148
Unit 10.6	Marketing in the informal sector			161
Unit 10.7	Electronic marketing			163
Unit 10.8	Foreign marketing			166
Topic 11	Production function			
Unit 11.1	Understanding production systems	2 week	2	168
Unit 11.2	Defining production planning		2	171
Unit 11.3	Explaining safety management			175
Unit 11.4	Defining quality control			179
Unit 11.5	Evaluating production costs			181
Topic 12	Professionalism and ethics			
Unit 12.1	Professionalism and ethics	1 week	3	189
Unit 12.2	Theories of ethics		3	192
Unit 12.3	Professional, responsible, ethical business practice		3	194

Overview of Term 3

Layout	Description	Weeks/Hours	Term	Page
Topic 13	Assessment of entrepreneurial qualities in business			
Unit 13.1	Identifying entrepreneurial qualities	1 week	3	215
Unit 13.2	Assessment of a business against the qualities of an entrepreneur		3	199
Topic 14	Citizenship and responsibilities			
Unit 14.1	The role of citizens	1 week	3	224
Unit 14.2	Concepts of business communities		3	225
Unit 14.3	The role of different kind of stakeholders in developing the community		3	228
Topic 15	Transformation of a business plan into an action plan			
Unit 15.1	Understanding the purpose of a business plan	1 week	3	233
Unit 15.2	Defining planning tool		3	238
Topic 16	Start a business venture based on an action plan			
Unit 16.1	Consideration for starting up a business venture	1 week	3	243
Unit 16.2	Understanding business funding		3	246
Topic 17	Presentation of business information			
Unit 17.1	Presenting business information	2 weeks	3	253
Unit 17.2	Factors to consider when preparing a presentation		3	257
Unit 17.3	Steps in report writing		3	260

Overview of Term 4

Layout	Description	Weeks/Hours	Term	Page
Topic 18	Introduction to Human Resources Function			
Unit 18.1	Understanding recruitment and selection	1 week	4	281
Unit 18.2	Explaining induction and placement		4	286
Unit 18.3	Salary determination methods		4	287
Unit 18.4	Discussing legislation in terms of human resources function		4	290
Topic 19	Team dynamics and conflict management			
Unit 19.1	Understanding teamwork	1 week	4	298
Unit 19.2	Defining conflict management		4	305

How to use this Teacher's Guide

Introduction to the Textbooks

How the teacher's guide works

In this Teacher's Guide, we focus on giving you all the information you may need for each lesson as well as some general items that may assist you in your day-to-day teaching.

We will start by:

- Explaining how the textbooks work.
- Providing various best practices as per DBE booklets.
- Providing general tips, links and ideas that you can use.
- After the general section, each module will focus on the following if available:
 - Tips and ideas on presenting the specific information.
 - Links to additional information.
 - Links to websites for additional activities.
 - Memorandum for the activities.

How the textbook works

There is one textbook for each grade, which is available in printed format as well as electronic format. The information in the textbook are written in learner-friendly topics, that are divided into topics and units.

Teaching elements used in these textbooks are:

- **Activities** – provide opportunities to the learners to apply their skills.
- **Additional information** – information that the teacher can use to explain certain concepts to the learners that are not covered in the books.
- **Animations and videos** – used to explain specific concepts - only available in the e-books.
- **Box** - information that does not flow directly from the text, but forms part of the overall concept.
- **Case studies** – these can be used in class to support the information covered in the unit. The questions should be discussed with the learners in class or can be given as an informal activity.
- **Consolidation** – a diagram showing the concepts that were taught in that chapter.
- **Consolidation activities** – a self-assessment covering the most important information and skills focussed on in the chapter.
- **Did you know** – boxes in the margin of the book containing information not covered in the main text, but important for the learners to know.
- **Enrichment activities** – optional activities for the learners to help them to better understand the work.
- **Examples** – the examples are step-by step procedures on various computing tasks and should be done together with the learners. It is strongly recommended that each learner does the activities on their own computers.
- **Glossary** – a summary of all keywords given at the end of each module.
- **Guided activities** – the guided activities are step-by-step procedures on various computing tasks and should be done together with the learners. It is strongly recommended that each learner does the activities on their own computers.
- **Keywords** – definitions of important words or terms.
- **Learning outcomes** – descriptions of what is covered in the chapter as relevant to CAPS.
- **Practical activities** – provide opportunities to the learners to apply their skills.
- **QR codes** – provide the learner with links to optional videos or additional reading material. Learners must have access to a QR reader on their phones to read these codes.
- **Revision activities** – self-assessments covering the most important information and skills focussed on in the chapter.

- **Something to know** – boxes in the margin of the book containing information not covered in the main text, but important for the learners to know.
- **Theoretical activities** – provide learners the opportunity to recap, review and reinforce what they have learned. These activities are mainly theoretical activities but may include group or pair projects as well as research activities.
- **Videos** – provides step-by-step procedures – only available in the e-books.
- **Vocabulary** – keywords and phrases the learner needs to understand before going through the text.

Best practices – lessons for the classroom

The following information was obtained from a study that was done for the DBE on Successful teaching and learning in information technology – Best practices in the classroom.

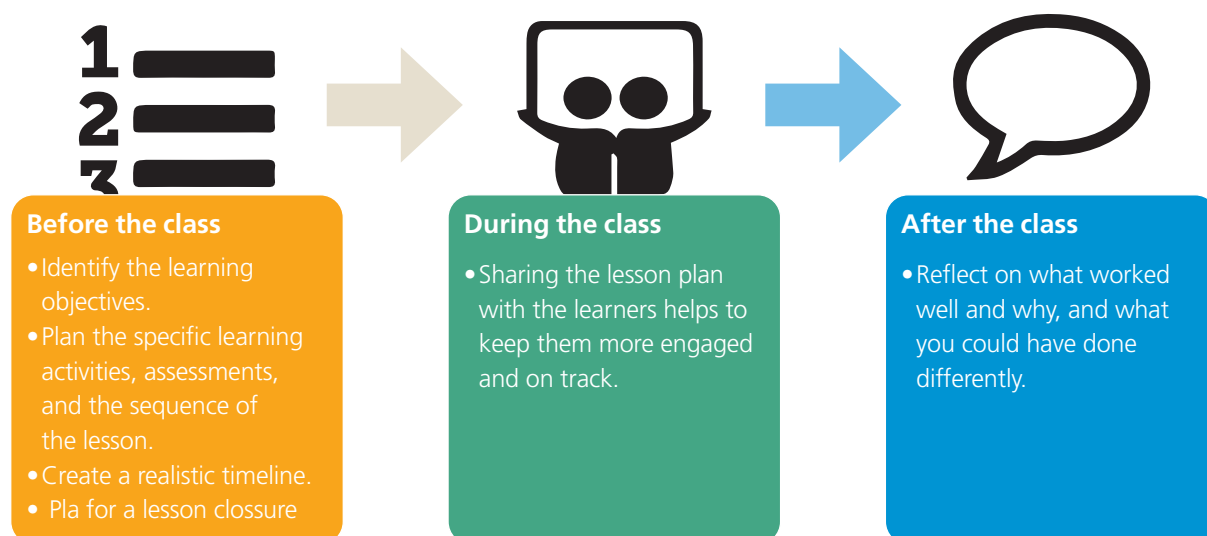
Planning

Although the curriculum or CAPS tells you WHAT you will be teaching, and in which SEQUENCE you should teach it, it does not explain HOW you should teach it or which TEACHING STRATEGIES you should apply.

That is where proper and detailed planning of each lesson comes in, breaking up the instruction into small enough chunks of information so that the learners can link it to existing knowledge and cement the new knowledge into their memory.

Planning addresses and integrates the following three key components:

- Learning objectives.
- Learning activities.
- Informal assessment to check for learner understanding.



When doing your planning, it is important that you look at the bigger picture.

The following provides guidelines for effective planning:

- **Start with the end in mind** – what does the learner need to know and be able to do? Learning goals and objectives.
- **Identify curriculum resources** – e.g. textbook – does the textbook provide everything needed to achieve the learning goals or does one have to develop/find additional content or activities? What other resources will be needed, e.g. previous papers?
- **Identify declarative knowledge** – think about the concepts and ideas learners will need to know. What are developmentally appropriate given the learners' background knowledge and prior learning?
- **Identify procedural knowledge** – skills, strategies and processes. Procedural knowledge incorporates the use of declarative knowledge.
- **Create, find and select learning activities and assignments** – activities are the instructional strategies that allow teacher and learner to interact with content, skills, and materials. The goal of classroom activities is to help learners to interact with new knowledge and skills, deepening learner understanding and raising skill levels related to the learning goal(s). Activities often require teacher coaching or guidance. When planning classroom activities, start by selecting the instructional strategies that allow learners to process critical information or vocabulary associated with the learning goals first, i.e. which subject terminology or concepts will be introduced, and when?

Exam preparation – Tips for the teacher

Following are some tips on what you can do to prepare your learners for their exams.

- Prepare ahead and make sure that you have an organised schedule covering all the revision work throughout the year. Do not wait till the last minute and then try to cram everything in before the exam. This will also give you the time to include a wider variety of activities to keep the learners' interest.
- Make sure that the learners know and understand what to expect in the exam. This does not only refer to the content of the exam, but also to what is expected of them with each section of the exam. This means they must know how to read and answer multiple choice questions, long questions, true/false questions, etc.
- Narrow the topics down as much as you can so that learners have a clear view of what to expect in the exam. You can even give them a list of topics that they can focus on – even if it is a list of all the topics they covered throughout the year. A list helps them to focus as they can tick items off as they go through the work.
- Make sure that the learners do the work during this period and not you. The more involved they are, the better they will learn.
- Keep your revision activities interesting and use a variety of activity types such as quizzes and other review games. It is here where you can use tools like Kahoot! or Google Quiz with great success. You can also have learners write quizzes for each other as they engage much deeper with the content when they have to write a quiz.
- Teach the learners exam techniques and the meaning of specific keywords that may be used in an exam.

Clue word	What you need to do	Example
Analyse	Separate, examine and interpret	Analyse the effectiveness of the SDA in supporting successful implementation of the BBBEE
Categorise	Group concepts/ideas that are similar/have the same characteristics/functions or belong together. How should things be organised	Identify the business strategy in each statement and categorise it under the correct heading
Classify	Divide into groups or types so that things that are similar, are in the same group	Classify the business challenge according to the three business environments.
Comment on	Write generally about	Comment on the effectiveness of interactive whiteboards as a visual aid.
Compare	Point out or show both similarities and differences between things or concepts. Note that stating the same fact in opposite form, will not earn you another mark.	Compare the difference between insurance and assurance.
Contrast/ Distinguish	Explain what the difference between certain things are.	Distinguish between quality control and quality assurance.
Define	Give a clear meaning of the concept.	Define the term insurance
Describe	State in words (using diagrams where appropriate) the main points of a structure or process.	Describe the strategic management process.
Diagram	Make or draw a diagram.	Draw a diagram to illustrate strategies on how the business can handle poverty in the community.
Differentiate	Use differences to qualify categories.	Differentiate between ordinary and preference shares.
Discuss	Give a clear, detailed description of the focus topic.	Discuss any three consumer rights
Elaborate	Explain in detail	Elaborate on the roles of health and safety representatives in protecting the workplace environment.

Clue word	What you need to do	Example
Evaluate	Express an opinion based on your findings.	Evaluate the impact of a PowerPoint presentation.
Examine	Give a clear, detailed description of the focus topic.	Examine the previous presentation and suggest ways to improve the next presentation.
Explain	Give a clear, detailed description of the focus topic.	Explain the purpose of the Labour Relations Act.
Identify	Name the essential characteristics.	Identify the Act that is applicable in the scenario above.
Illustrate	Give examples to demonstrate or prove something.	Is the employee's claim for injuries justifiable? Illustrate your answer by quoting from the scenario.
Interpret	Give the intended meaning of.	Read the following scenario. Interpret the scenario and compile a SWOT analysis.
Justify	Give clear, detailed reasons for taking a particular position.	Justify the importance of RAF as a type of compulsory insurance.
List	Write a list of items, with no additional detail.	List any FOUR components of the PESTLE analysis.
Motivate	Provide a reason or justification for an answer or statement.	Motivate your answer by quoting from the scenario.
Name/ Mention	Write a list of items, with no additional detail.	Name three types of diversification strategies.
Outline	Give a general summary. It should contain a series of main ideas supported by secondary facts. Show the organisation of the idea.	Outline the advantages of unit trusts as a form of investment.
Order	Provide a chronological or value-based answer by listing several items (terms or events in correct sequence).	Name the stages of team development by placing it in the correct order.
Prove	Show by using an argument or logic or fact that something is true.	Identify three causes of conflict. Prove your answer by quoting from the scenario.
Relate	Show the connection between things, indicating how one causes or is like another	Relate the difference between compound interest and simple interest in tabular form.
Review	Give a survey or summary in which you look at the important parts or major points and criticise if necessary. Comment on what is given.	Review the recruitment procedure in the scenario and suggest ways to improve the process.
State / Give	Write down information without discussion.	State four types of preference shares.
Suggest / Recommend	Give your opinion and back it up with facts, reason or an explanation.	Suggest ways in which the business can deal with abuse of work time.
Summarise	Give a brief, condensed description of the main ideas. Like developing an abstract.	Summarise six aspects that must be included in an employment contract
Trace	Follow the development, progress or history of something, normally from the point of origin, typically in chronological order	Trace the development from BEE to BBBEE.

Did you know

Note that some clue words include or refer to other clue words.

Give the learners various ideas on how to study based on the different learning styles, i.e. visual (read and write), auditory or kinaesthetic. There is a quick quiz that learners can do on their own to determine their learning styles:

Link: <https://www.thestudygurus.com/learning-styles/>

You can refer to the following link to get ideas on how the various types of learners should study to get the best results:

Link: https://www.gavilan.edu/tutor/documents/StudyTipsforDifferentLearningStyles_000.pdf

Learning styles

The term learning styles refers to the understanding that every learner learns differently.

- Visual learners learn best through what they see and should use graphs, diagrams, mind maps and other graphical methods to learn.
- Auditory learners learn through what they hear and remember most things that teachers say in class. They should use audio and video clips, or discuss or recite the information with someone.
- Read and write learners focus mostly on interacting with the text. They learn best by reading information and writing it out in their own words. They also learn by answering quizzes in writing as well as from annotated notes.
- Kinaesthetic learners learn by experiencing things and learn best by doing, using models, playing memory games, etc. They also learn by writing things down.

Exam preparation – General tips for the learners

The following general notes and tips on how to prepare for exams can be printed and given to the learners.

- Make yourself a schedule so that you will have enough time to study. Do not leave everything until it is too late to study properly.
- Make sure that your study area is organised. Chaos distracts the brain from what it should be focussing on.
- Have all your materials ready before you begin studying – pencils, pens, highlighters, paper, etc.
- Study smaller chunks of information at a time. You will remember them better and for a longer period of time. Trying to learn too much at one time will only result in a tired, unfocused and anxious brain.
- Use visual aids to study, for example, draw mind maps, flowcharts and diagrams to help you remember things better or explain your answers and the reasoning for giving that answer to somebody else.
- Focus on the core material as about 80% of most exams are likely to come from it. Going through old exam papers will help you determine what this is. It will not only help you to study better, but it will also show you how exam questions are formulated, and which types of questions are asked.
- Revise new information within 24 hours after you learned it. Any new information must be recapped, reviewed and reinforced within 24 hours, otherwise you will lose 80% of what you learned.
- Organise study groups for the various subjects, but make sure that the group members are committed to their studies.
- Make sure that you take regular breaks as your brain loses focus after a while. The optimal time to study consists of periods of 2 hours, broken down into 25 minutes of studying followed by 5-minute breaks. Do not think or do anything study-related during your breaks. Take a walk outside. A change of scenery will stimulate your learning.
- Keep some healthy snacks to nibble on while you are studying. Natural, fresh and vitamin-rich food is good for improving your concentration and memory.
- Drink a lot of water while you are studying to make sure that you do not dehydrate. Staying hydrated is essential for your brain to work at its best.
- Plan the day of your exam beforehand, especially if you are studying at home. Make sure that you know how long it will take you to reach the school during that time of the day and add some extra time to make sure that you are not going to be late.
- Make sure that you sleep sufficiently (7 to 8 hours a night). Proper sleep turns what you learned (short term memory) into long term memory.

Study skills to boost learning

Mobile notes

Mobile notes are excellent tools for learning all the key concepts in the study guide. Mobile notes are easy to make, and you can take them with you wherever you go:

- Fold a blank piece of paper in half. Fold it in half again. Fold it again.
- Open the paper. It will now be divided into 8 parts.
- Cut or tear neatly along the folded lines.
- On one side of each of these 8 bits of paper, write the basic concept.
- On the other side, write the meaning or the explanation of the basic concept.
- Use different colours and add pictures to help you remember.
- Take these mobile notes with you wherever you go and look at them whenever you can.
- As you learn, place the cards in 3 different piles:
 - ♦ I know this information well.
 - ♦ I'm getting there.
 - ♦ I need more practice.
- The more you learn them, the better you will remember them.

Mnemonics

A mnemonic code is a useful technique for learning information that is difficult to remember. This is an example of a word mnemonic using the word BALANCE where each letter of the word stands for something else:

- B – Best – doing your best is more important than being the best.
- A – Attitude – always have a positive attitude.
- L – Load – spread the load so you don't leave everything to the last minute. Use a study timetable to plan.
- A – Attention – pay attention to detail. Only answer what is required.
- N – Never give up! Try, try and try again!
- C – Calm – stay calm even when the questions seem difficult.
- E – Early – sleep early the night before your exam. If you prepare well, you will not need to cram the night before.

Mnemonics are code information and make it easier to remember. The more creative you are and the more you link your 'codes' to familiar things, the more helpful your mnemonics will be.

Mind maps

Mind maps work because they show information that we have to learn in the same way that our brains 'see' information. As you study, add pictures to each of the branches to help you remember the content. Make your own mind maps as you finish each section.

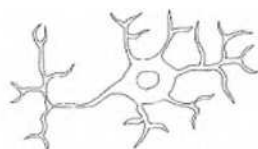
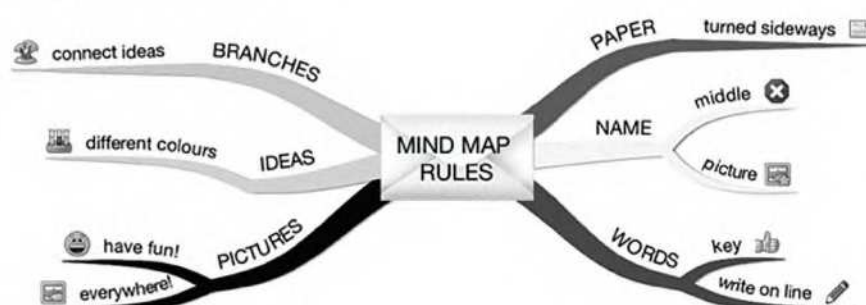


Figure 1: Brain cell or neuron



How to make your own mind maps:

- Turn your paper sideways so your brain has space to spread out in all directions.
- Decide on a name for your mind map that summarises the information you are going to put on it.
- Write the name in the middle and draw a circle, bubble or picture around it.
- Write only key words on your branches, not whole sentences. Keep it short and simple.
- Each branch should show a different idea. Use a different colour for each idea. Connect the information that belongs together. This will help build your understanding of the learning areas.
- Have fun adding pictures wherever you can. It does not matter if you can't draw well.

On the day of the exam

This section is provided by the Department of Basic Education.

- Make sure you have all the necessary stationery for your exam, i.e. pens, pencils, eraser and calculator (with new batteries).
- Go to the toilet before entering the exam room. You do not want to waste valuable time going to the toilet during the exam.
- Use the 10 minutes reading time to read the instructions carefully. This helps to 'open' the information in your brain. All questions are compulsory, unless indicated otherwise, but you do not have to answer them in order. Start with the question you think is the easiest to get the flow going.
- Break the questions down to make sure you understand what is being asked. If you do not answer the question properly, you will not get any marks for it. Look for the key words in the question to know how to answer it.
- Try all the questions. As each question has some easy marks, make sure that you do all the questions in the exam.
- Never panic, even if the question seems difficult at first. It will be linked to something you have covered. Find the connection.
- Manage your time properly. Do not waste time on questions you are unsure of. Move on and come back if time allows.
- Check weighting – how many marks have been allocated for your answer? Do not give more or less information than is required.
- Write big, bold and clearly. You will get more marks if the marker can read your answer clearly.

Struggling learners

You can support struggling learners by doing the following:

Scaffold learning tasks or activities

Scaffolding means that you break learning up into chunks and provide a tool or concrete structure for each. This can reduce the cognitive load of the instruction and support the struggling learner.

One of the first things you can do is to choose different activities for different groups of learners. For example, you can take a complex task and divide it into smaller sub-tasks. Together, these subtasks must achieve the same goal as the big task. After doing this, grade the activities or tasks, with the big task having the highest grading, and all the smaller tasks together having the same grading as the big task.

Have learners then choose whether they want to do the group of smaller activities or tasks or the one big activity or task. Advise struggling learners to do the smaller ones first and then challenge them to try the big one if they feel ready.

Getting the smaller activities or subtasks right could help the learners to feel competent. It allows them to always feel like they are working at a level of challenge that is hard but right for them and that they can accomplish. This will allow them to make much greater progress through learning environments.

Something to know: This principle is also true for games where gamers first try levels of lower difficulty and achieve that before they move on to the next level. This is to make sure that they do not get frustrated and leave the game.

Other ways to scaffold learning is to:

- Show and tell. Learners learn best by seeing rather than hearing about something.
- Tap into prior knowledge. You can do this by asking the learners to share their own experiences or ideas about something.
- Give them time to talk about what they learned in a structured and controlled way.
- Teach them the vocabulary (subject jargon) before you teach them the content. You can do that by introducing the words with photos or in context of things they know and are interested in. You can also use analogies and metaphors to explain the words to them.
- Use visual aids like pictures, graphs, charts and diagrams, or graphic organisers such as mind maps, concept maps or story maps.
- Check for understanding by discussing the content, pausing for a moment to let it sink in, and then asking a well thought out question.

Build in autonomy (choice)

See the principles of gameful learning below.

- Let the learner choose which activities are most relevant, challenging and interesting to them.

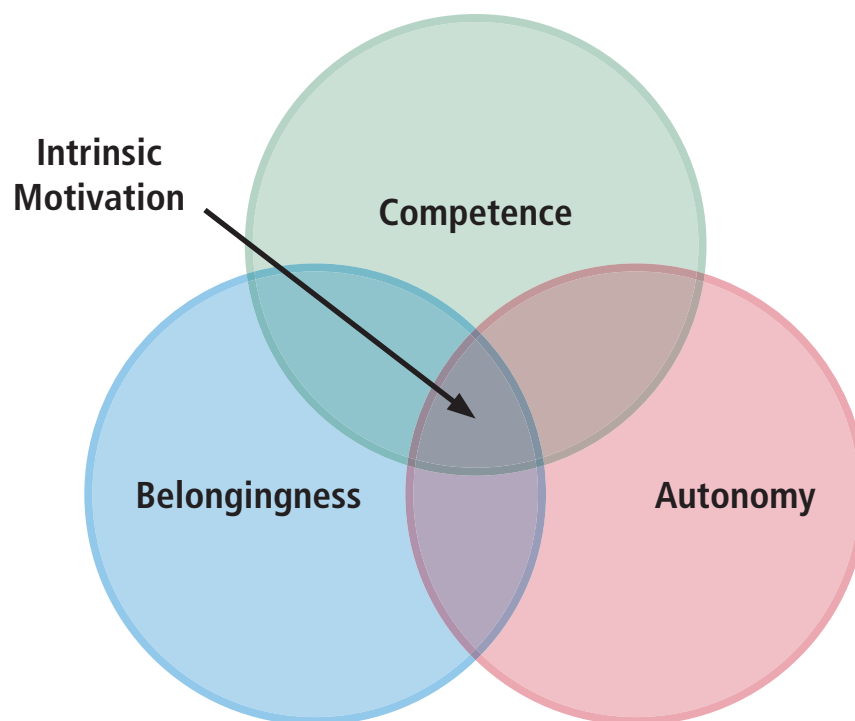
Following are the principles of gameful learning:

- *Autonomy* is critical, and this is the first of three principles that come from gameful learning.
- The next principle is a *sense of belonging*, and a really good game environment makes you feel like you are a part of something.
- The third principle is to support feelings of competence.

Apply gameful learning

Motivation plays an important role in learning and to be self-motivated, learners must:

- be able to make meaningful choices over what they are doing (autonomy);
- be challenged by a task, but still feel that that they can succeed (competence); and
- feel connected to those surrounding them (belongingness).



Supporting these feelings could eventually lead to self-determination and learners becoming self-directed.

Other research-based strategies for motivating learners include:

- becoming a role model for learner interest;
- getting to know learners;
- using examples freely;
- using a variety of learner-active teaching activities;
- setting realistic performance goals;
- placing appropriate positive emphasis on testing and grading;
- being free with praise and constructive criticism; and
- giving learners as much control over their own learning as possible (Bain, 2004; Nilson, 2003; DeLong & Winter, 2002). This element is also important when thinking about authenticity. If learners can learn ideas that are connected to their lives and produce representations of their knowledge in ways that matter, they are more motivated.

Gameful learning also relates to personalised learning that supports the notion that children learn best when their individual differences are taken into consideration. Personalised learning is based on the following three principles (Microsoft, 2014):

- It provides multiple means of representation.
- It provides multiple means of action and expression.
- It provides multiple means of engagement.

Another important principle of gameful learning is the *freedom to fail* (as seen with videogames): you can experiment, take risks and try things you have never done before, fail miserably...and do it again and again until, after much practice, you get it right. Unfortunately, this will not work in all classrooms as it requires a significant amount of grading to manage, and it can hinder the ability to keep a cohort on a specific content progression. But when you can structure learning opportunities in this way, learners' motivation to engage increases, and their learning outcomes improve.

Learner experience

Learners:

- respect and value teachers that are positive, enthusiastic about the subject, supportive and have access to a wide range of teaching aids.
- enjoy engaging, interactive and communicative teaching methods.
- value choice and classes that encourage independent learning and learner autonomy.
- want to understand what they are expected to learn – what they are learning, why they are learning it and what quality work looks like.
- enjoy things that interest them.

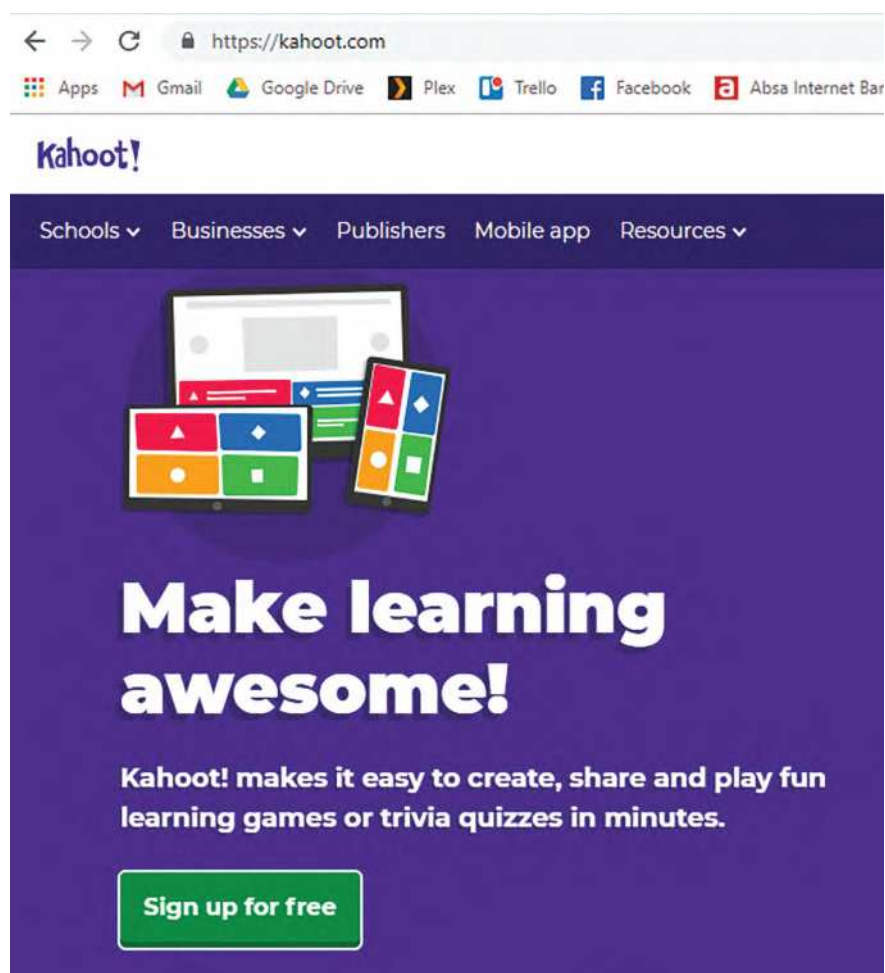
General tips, links and ideas

This section gives you various tips, ideas and links to interesting and/or informative websites.

Kahoot!

Kahoot! is a free eLearning tool that can be used to create fun learning games, quizzes, surveys or discussion questions, called a kahoot, in minutes. This can be used to teach, reinforce, assess or share information with learners.

Link: <https://kahoot.com/>



You can use Kahoot! in your classroom for the following reasons:

- As a class starter or ice breaker.
- To help learners with keywords, terminology or definitions.
- To assess learners' understanding of a subject before or after they learned about it.
- To zero in on the needs of individual learners by getting a detailed report of which learner missed, which questions.
- To direct classroom activity by organising small groups.
- To review for a test or exam.
- To end a class with Kahoot notes, a quick quiz or formative assessment.
- By encouraging learners to create their own kahoots, the content is reinforced.
- To help learners learn information in a sequential order.

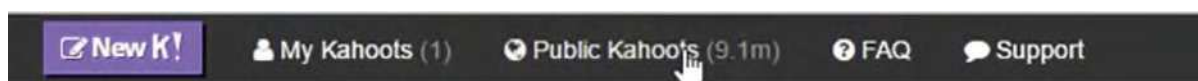
How to use Kahoot!

It is easy to use Kahoot!

- To get started, go to the <https://kahoot.com/> website and create a free account.



- Use a public kahoots or create your own.



- By watching the following video, you can learn how to use Kahoot!
- Link: <https://www.youtube.com/watch?v=de7G0WioH8E>

Google Quiz

The Google Quiz is an online assessment tool that will self-mark learners' attempts and give feedback to teachers and learners.

The quiz can be done on desktop or mobile computers and learners need to have access to the Internet. Teachers will provide learners with the link to the quiz (as a URL or QR code).

Something to know

- Learners must have a registered Gmail account.
- Learners must have Internet access (It can be set to sync offline).

The platform allows for:

- Learners getting instant feedback to the answers.
- Teachers getting a full report on the performance of the learner.

Link: forms.google.com

- To learn more on how to use google forms to create quizzes, watch the following video.

Link: <https://www.youtube.com/watch?v=Pdt8Vv7-3Xk>

- For a more detailed explanation, you can use the following link.

Link: <https://www.youtube.com/watch?v=ayvhVM2BMv0>

- To create a new quiz:

1. Go to forms.google.com.
2. Click on *Blank* to open a new form.



- To create a new quiz from Google Drive:
 - ♦ Click *New*, hover over *More* and click on the *Google Forms* arrow.
 - ♦ Click on *From a template*.
 - ♦ Scroll to the bottom and click *Blank Quiz*.



To follow a step-by-step tutorial on how to create a quiz, go to the G Suite Learning Centre.

Link: <https://gsuite.google.com/learning-center/products/forms/quizzes-get-started/#/>

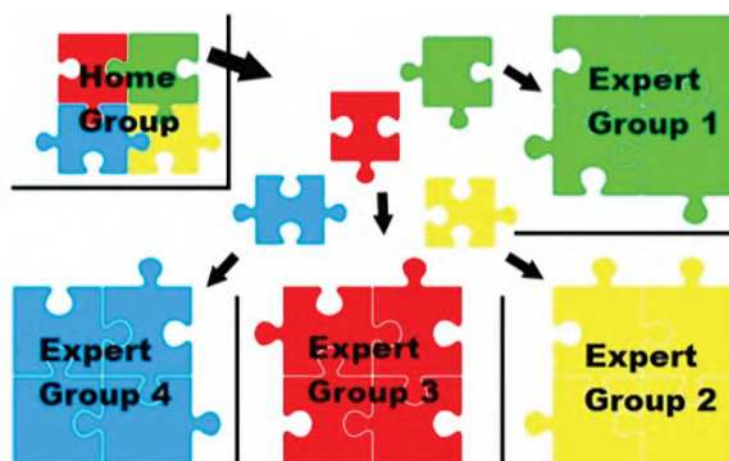
Puzzlemaker

You can use the following link to create crossword puzzles step by step.

Link: <http://puzzlemaker.discoveryeducation.com/CrissCrossSetupForm.asp>

Jigsaw assessment technique

The cooperative learning strategy known as the jigsaw technique helps learners to create their own learning.



To facilitate this, teachers arrange learners in groups. Each group is assigned to research a different topic. Group members then join with members of other groups and share the research about the information.

Afterwards, learners must complete a post-assessment questionnaire.






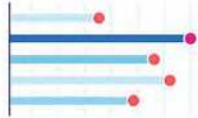


Gradecraft

Gameful learning is an educational tool based on the principles that work so well in games, applied to the learning environment. It is about taking elements from games and applying them to non-game settings.

To learn more about the principles upon which gameful learning is based, you can go to the following website:

Link: Gameful pedagogy – <http://www.gamefulpedagogy.com/>

Following are some of the tools you can use from Gradecraft.

 <p>The Points Planner The Points Planner enables students to set clear goals for themselves and plan their work in your course. They decide which assignments they want to work on, set a goal for how they expect to do, and ensure that they are building toward success in the course as a whole.</p>	 <p>Learning Analytics Data helps you keep track of who is making progress and who may need more support, and helps students stay informed about their own work. By allowing students to see analytics independently, they can then take charge of their own success.</p>	 <p>Flexible Rubrics Rubrics show students concise expectations you have for their work. You can design your rubrics to help deliver clear, consistent feedback to your students. Our rubric feature is flexible: you can enter different amounts of points that can be achieved for each criterion, and more.</p>	 <p>Leveling System Customize the leveling scheme to match your course design—declare what point thresholds equate to earning grade levels, and match the level names to a hierarchy relevant to the coursework itself.</p>
 <p>Badges Badges can be used to recognize student achievement on a specific assignment or their excellence more broadly in your course. Badges are flexible: you decide how they're awarded, and how they relate to student progress.</p>	 <p>Leaderboards Students can choose to participate in anonymous, team-based leaderboards if they enjoy competition, or opt-out if they don't. As the instructor, you control if leaderboards appear at all.</p>	 <p>Unlocks & Gating Games don't start with a final boss battle—the same is true for learning: we want learners to acquire foundational knowledge before they move on to more complex work. With unlocks, you can determine what work must be done before students unlock additional opportunities.</p>	 <p>Integration with Existing Platforms We know that integrating with other platforms is key, so we support Learning Tools Interoperability (LTI) 1.1 as both a Tool Provider and Consumer. Your data is your data—and should always be available to you to download and dig into.</p>

Link: <https://www.gradecraft.com/>

To sign up with Gradecraft, click on the pink button.



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TOPIC 1 Influences on business environments

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> Recap concepts from grade 10 – components of micro, market and macro business environment. Emphasize the difference between the two concepts using tables. Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it. Have a class discussion. 	<ul style="list-style-type: none"> Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, Examination of control factors over micro, market and macro environment. Ways to be involved in macro environment. Ensure that learners are aware of all the content that must be covered. Use new terms in every lesson, elaborate on the meaning and context of each, and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. Indicate the key words used in the topic. Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. Use the latest notes to markers of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. Refer to questions on national and provincial papers.

Memoranda to activities

Activity 1.1 Learner's Book page 4

1.1 Meaning of micro environment

- The micro environment is the internal business environment ✓ it includes everything inside the business. ✓
- All the internal affairs of the business are managed by the directors ✓ or the owners of the business. ✓
- The micro environment is also known as the internal operating system. ✓
- A business has full control/complete control ✓ over the micro environment. ✓
- Any other relevant answer related to the meaning of the micro environment

Max (4)

CHALLENGES (1.2.1)	BUSINESS ENVIRONMENTS	EXTENT OF CONTROL (1.2.2)
Joe's Supermarket employed a manager who lacked management skills. ✓	Micro	Full control ✓
Recently a new 24-hour supermarket opened across the street from Joe's Supermarket. ✓	Market	Limited/slight/little control ✓
The increase in the minimum wages of employees that are enforced by legislation is making it difficult to make a profit. ✓	Macro	No control ✓
Max (3)		Max (3)

Max (6)

Activity 1.2 Learner's Book page 7

1.1 Components of the market environment

- Consumers/customers ✓
- Suppliers ✓
- Intermediaries ✓
- Competitors ✓
- Other organisation/civil society ✓

NOTE: Mark the first FOUR only.

Any (4 × 1) (4)

1.2 Reasons why businesses have more control over the micro environment.

- The micro environment is an internal environment ✓ and so a business can exercise full control over the challenges presented by it. ✓
- The business establishes and revises its vision, mission statement, goals, and objectives ✓ in line with current trends. ✓
- It engages strategic management systems ✓ and ensures that plans are implemented and revised when necessary. ✓
- The business establishes policies, procedures, and management structures ✓ that could move the business in the right direction. ✓
- It ensures that all the business' resources are used efficiently ✓ and effectively to the benefit of the business. ✓
- It ensures that all employees understand the culture of the business, ✓ and are working toward the agreed goals and values that accommodate all the stakeholders of the business. ✓
- The business leads employees, organising, directing and controlling their activities and their actions ✓ to achieve the goals and objectives of the business. ✓
- Any other relevant answer related to the reasons why businesses have more control over the micro environment.

Max (6)

Activity 1.3 | Learner's Book page 10

1.1.1 Quotes on how MT is involved in the macro environment

- MT is keeping up with new technologies to improve its production processes. ✓
- Recently they also started exporting their tiles to Botswana. ✓

NOTE: Mark the first TWO only.

(2 × 1) (2)
(2)

1.1.2 Other ways in which MT can be involved in the macro environment

Remember: Management has no control over challenges in the macro environment, but MT can get involved in the macro environment in many ways:

- Create job opportunities for the people in their communities. ✓✓
- Undertake social responsibility programmes to improve the welfare of people in the community. ✓✓
- Improve export markets by expanding into new African markets. ✓✓
- Undertake scientific research to improve traditional medicines. ✓✓
- Engage in collective bargaining or lobbying to improve working conditions or change government legislation. ✓✓
- Enter into Private-Public partnerships to provide infrastructure in the country. ✓✓
- Provide education and training programmes for workers to improve service delivery. ✓✓
- Any other relevant answer related to the way in which businesses can be involved in the macro environment.

Max (4)

1.1.3 Advantages of businesses that are involved in the macro environment

- They will gain good publicity ✓ and so attract and retain loyal customers. ✓
- They will attract and retain skilful employees ✓ in their communities. ✓
- Government tenders and contracts are normally given to businesses ✓ that are involved in the macro environment. ✓
- Businesses that support their communities ✓ normally get some tax rebates. ✓
- Businesses that get involved in the macro environment can anticipate likely challenges ✓ and devise strategies to turn them into opportunities. ✓
- Top investors are attracted to businesses ✓ that are involved in the macro environment. ✓
- It prevents environmental damage ✓ by decreasing the business' carbon footprint. ✓
- Knowing people's age, gender, customs, traditions, and preferences ✓ will make it easier for businesses to appeal to customers. ✓
- Any other relevant answer related to the advantages of businesses that are involved in the macro environment.

Max (6)

Consolidation

Learner's Book page 10

1.1 Components of the micro, market and macro environments:

MICRO	MARKET	MACRO
Vision, mission statement, goals and objectives ✓	Consumers ✓	Economic ✓
Organisational culture ✓	Suppliers ✓	Social ✓
Organisational resources ✓	Competitors ✓	Environmental ✓
Organisational culture	Intermediaries	Political
Management and leadership	Other organisations/civil society	Legal
Eight business function	- CBOs	Technological
	- NGOs	Physical
	- Regulators	International/Global
	- Strategic allies	
	- Unions	
Submax (3)	Submax (3)	Submax (3)

NOTE: Mark the first THREE only in each environment.

Max (9)

1.2 Elements of business environments

CHALLENGES 1.2.1	BUSINESS ENVIRONMENTS 1.2.2	EXTENT OF CONTROL 1.2.3
1. VS has hired ten stylists who are always late for work ✓	Micro ✓	full control ✓
2. VS is situated in a location that has a high rate of unemployment and crime ✓	macro ✓	no control ✓
3. The management of VS purchases their material from Zam Sport Suppliers who charge high prices for their material. ✓	market ✓	limited/less control ✓
Submax (3)	Submax (3)	Submax (3)

- NOTE:**
1. Mark the first challenge for each environment only.
 2. If the business environment is not linked to the challenge, mark the challenge only.
 3. Award full marks for the business environment even if the challenge is not quoted in full.
 4. The extent of control must be linked to the business environment.
 5. Do not award marks for the extent of control if the business environment is not mentioned.
 6. Accept responses in any order.

Max (9)

TOPIC 2 The challenges of the business environments

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> Recap concepts from grade 10. Emphasize the difference between the two concepts using tables. Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it. Have a class discussion. 	<ul style="list-style-type: none"> Familiarise yourself with the exam guidelines specifically the column learners should be able to do. This column provides all the content that should be taught to learners, for example, the challenges of the micro, market and macro business environments. Ensure that learners are aware of all the content that must be covered. Use new terms in every lesson, elaborate on the meaning and context of each, and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. Indicate the key words used in the topic. Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. Use the notes to markers, of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. Learners must be trained to provide complete responses on questions that require middle- and higher order thinking skills. The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. Refer to DBE and Provincial papers.

Memoranda to activities

Activity 2.1 Learner's Book page 15

- 1.1 Challenges of the micro environment
- 1.1.1 Difficult employees ✓✓
 - 1.1.2 Lack of vision and mission ✓✓
 - 1.1.3 Lack of adequate management skills ✓✓
 - 1.1.4 Strike and go-slow ✓✓

(4 × 2) (8)

Activity 2.2 Learner's Book page 19

- 1.1 Challenges of the market environment
- 1.1.1 Shortage of suppliers
- Without availability of raw materials, ✓ a business cannot produce its products or services to meet the demands of its target market. ✓
 - Businesses depend on suppliers for their raw materials/inputs. ✓ If the supply of raw materials/input is disrupted, then businesses' productivity and profitability will also decrease. ✓
 - If a supplier is incapable of delivering raw materials on time, ✓ in the right quantities, and of the right quality and price, it will cause a business to lose customers, not meet its sales targets and suffer decrease in profits. ✓
 - Any other relevant answer related to the explanation of the shortage of suppliers.
- Submax (4)**
- 1.1.2 Changes in consumer behaviour
- Economic conditions or fashions can cause changes in consumer taste and preferences, therefore, lead to fewer sales ✓ therefore business must adapt their products or service to meet the requirements of the target market. ✓
 - Changes in consumer behaviour, spending habits, and interests ✓ present a big challenge to the entrepreneur. ✓
 - Businesses need to continuously study these changes in needs and preferences of their consumers ✓ so that the business can provide the goods or services that consumers need at all times. ✓
 - Any other relevant answer related to the explanation of the changes in consumer behaviour.
- Submax (4)**
- 1.1.3 Demographics and psychographics
- The challenge faced by entrepreneurs ✓ is that there are constant changes in the demographic characteristics such as gender, age, race level of education and level of income, of their target market. ✓
 - People are living longer, ✓ and this leads to an increased demand for goods and services. ✓
 - When lots of people emigrate, it could lead to a decrease ✓ in the number of consumers and skilled labour. ✓
 - Businesses must be aware of their customers' lifestyles and behaviour which must be considered to analyse the needs ✓ through effective marketing campaigns. ✓
 - Any other relevant answer related to the explanation of the demographics and psychographics.

Submax (4)

Max (12)

2.1 Ways in which businesses can overcome competition in the market

- The entrepreneur must ensure that the business produces unique/differentiated goods or services for the target market. ✓✓
- Businesses need to provide more personalised services by being responsive to their customer’s needs/wants. ✓✓
- Goods/services must be priced lower than competitor’s goods/services in the market. ✓✓
- Businesses must produce high-quality goods/services that the customers might be interested in. ✓✓
- Entrepreneurs must create a positive image/publicity for their business by regularly undertaking developmental projects in their communities. ✓✓
- Businesses must improve on customer services and keep customers happy. ✓✓
- Businesses must create a positive outlook by regularly renovating their premises and improving their systems. ✓✓
- Businesses must undertake good marketing campaigns that will draw the attention of the target market. ✓✓
- Businesses must offer low-cost extras such as improved credit terms or loyalty schemes. ✓✓
- Businesses must ensure that they have well-trained and dedicated employees that create a better working atmosphere. ✓✓
- Any other relevant answer related to ways in which businesses can overcome competition.

Max (6)

Activity 2.3

Learner’s Book page 22

1.1.1 TWO challenges of the macro environment from the scenario

CHALLENGES	MOTIVATIONS
Socio-economic issues ✓✓	Molly, an employee at MBL takes regular leave to collect ARV’s from the local clinic. ✓
Contemporary legal legislation ✓✓	One of the employees reported MBL to the CCMA for failing to comply with the Basic Conditions of Employment Act. ✓
Submax (4)	Submax (2)

Max (6)

1.1.2 Other challenges of the macro environment

Changes in income levels ✓✓

- Goods consumers can purchase is determined by their net incomes. ✓
- When consumers’ net income increase or decrease more or less will be bought by them. ✓
- Unemployment, high interest rates, high inflation rates, or an increase in taxes, leave consumers with less money to spend on goods and services. ✓
- Reduced spending will lower profits for businesses. ✓
- Any other relevant answer related to the macro environment related to the changes in income levels.

Heading	2
Explanation	1
Submax	3

Political changes ✓✓

- The government decides its own objectives and ideologies. ✓
- With a change in government, businesses have to adapt to new laws and policies. ✓
- A change in government can result in political instability – which can scare away possible investors and tourists, and in turn threaten the survival of a business. ✓
- In some countries, there is a high level of political instability and civil war. This makes it very difficult for businesses to operate there efficiently and profitably. ✓
- Any other relevant answer related to the macro environment related to political changes.

Heading	2
Explanation	1
Submax	3

Labour restrictions✓✓

- The government has passed several laws that impose restrictions on business operations.✓
- These laws create a legal framework that protects employees from being exploited by their employers, and also restricts the practices of employers.✓
- Some employers find this legal framework restrictive while others see it as an important part of protecting the rights of employees and ensuring democracy in the workplace.✓
- Any other relevant answer related to the macro environment related to labour restrictions.

Heading	2
Explanation	1
Submax	3

Micro-lending✓✓

- Individuals or businesses that grant small loans to those who cannot get credit from commercial banks normally charge higher interest rates.✓
- There is little protection for those who make use of these loans because micro-lenders are not regulated by the South African Banking Act (No. 94 of 1990) and so do not subscribe to the Code of Banking Practice of South Africa.✓
- Any other relevant answer related to the explanation of micro-lending.

Heading	2
Explanation	1
Submax	3

Globalisation/International trade✓✓

- The exchange of products, services, capital, and labour across national borders, causes businesses to compete with international businesses for local customers.✓
- Dumping makes it difficult for local businesses to be competitive in the global market.✓
- Migration of skilled labour can result in local skills shortages.✓
- Any other relevant answer related to the explanation of the globalisation or international trade.

Heading	2
Explanation	1
Submax	3

Social values and demographics✓✓

- Social values include the beliefs, norms.✓
- Social values can impact on consumers' buying habits. It includes attitudes towards saving or brand loyalty. Businesses cannot control consumers' social values.✓
- Entrepreneurs need to remain informed of changes in demographics.✓
- Any other relevant answer related to social values and demographics.

Heading	2
Explanation	1
Submax	3

NOTE: Mark first FOUR only.

Max (12)

Consolidation

Learner's Book page 22

QUESTION 1

1.1 Examples of contemporary legislations that may affect business operations

- Labour Relations Act (LRA)✓
- Basic Conditions of Employment Act (BCEA)✓
- Compensation for Occupational Injuries and Diseases Act (COIDA)✓
- Skills Development Act (SDA)✓
- Consumer Protection Act (CPA)✓
- National Credit Act (NCA)✓
- Employment Equity Act (EEA)✓
- Broad Based Black Economic Empowerment (BBBEE)✓

Any (2 × 1) (2)

1.2 Ways in which businesses can overcome competition in the market

- The business needs to produce unique/differentiated goods or services for the target market.✓✓
- Businesses need to provide more personalised services by being responsive to their customer's needs/wants.✓✓
- Goods/services must be priced lower than competitor's goods/services in the market.✓✓
- Businesses must produce high-quality goods/services that the customers might be interested in.✓✓
- Entrepreneurs must create a positive image/publicity for their business by regularly undertaking developmental projects in their communities.✓✓
- Businesses must improve on customer services and keep customers happy.✓✓
- Businesses must create a positive outlook by regularly renovating their premises and improving their systems.✓✓
- Businesses must undertake good marketing campaigns that will draw the attention of the target market.✓✓
- Businesses must offer low-cost extras such as improved credit terms or loyalty schemes.✓✓
- Businesses must ensure that they have well-trained and dedicated employees that create a better working atmosphere.✓✓
- Any other relevant answer related to the explanation of the demographics and psychographics.

Max (6)

QUESTION 2

2.1 THREE challenges from the scenario

CHALLENGES (2.1.1)	BUSINESS ENVIRONMENT (2.1.2)
1. The employees of Steyn Manufacturers are often late for work and do not want to work together. ✓	Micro ✓✓
2. SM suffered losses due to their storeroom being broken into. ✓	Macro ✓✓
3. The management is also struggling to find a reliable provider for their raw materials. ✓	Market ✓✓
Submax (3)	Submax (6)

Max (9)

TOPIC 3 Adapting to the challenges in the business environments

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> Recap concepts from grade 10. Emphasize the difference between the two concepts using tables. Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it. Have a class discussion. 	<ul style="list-style-type: none"> Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, How a business constantly needs to adapt to the challenges of the micro, market and macro business environments. Ensure that learners are aware of all the content that must be covered. Use new terms in every lesson, elaborate on the meaning and context of each, and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. Indicate the key words used in the topic. Use concept maps when teaching each section to create in-depth understanding of the concept and the processes involved. Use the latest notes to markers, of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets, testing the work taught for the day and essay writing practice. Refer to provincial and national exam papers.

Memoranda to activities

Activity 3.1 Learner's Book page 28

1.1.1 Mergers

- This occurs when two companies join together ✓ – usually by agreement – to form one new business. ✓
- These two businesses also share their resources ✓ when they become one new business. ✓
- If it is a public company, then the shareholders ✓ will swap their shares in one company for the equivalent value of shares in the newly merged company. ✓
- Any other relevant answer related to the explanation of mergers.

Submax (4)

1.1.2 Acquisitions

- This happens when a business buys ✓ another business at an agreed price. ✓
- The acquired business often continues to operate ✓ as a subsidiary of the acquiring business. ✓
- It usually occurs to companies ✓ that are not listed on the JSE. ✓
- Any other relevant answer related to the explanation of acquisition.

Submax (4)

1.1.3 Takeovers

- This occurs when one business buys another one ✓ – sometimes against the other business' will. ✓
- It can also happen when one business buys out their shares of another one ✓ until the first business has controlling interests. ✓
- Any other relevant answer related to the explanation of takeover.

Submax (4)

1.1.4 Alliances

- This refers to an agreement between businesses who work together ✓ for the benefit of all of them. ✓
- Organisations with similar interests/nature/qualities choose to work together ✓ for the mutual benefit of both organisations. ✓
- Alliances make it possible for businesses to be more competitive ✓ and better able to respond to challenges. ✓ The businesses remain separate ✓ and merely cooperate with one another. ✓
- Any other relevant answer related to the explanation of alliances.

Submax (4)

Max (16)

Activity 3.2 Learner's Book page 30

1.1.1 Corporate Social Responsibility (CSR)

- On Fridays they also run a soup kitchen at the local community centre for the poor and unemployed. ✓

(1)

1.1.2 Projects that HCC can undertake as part of their social responsibility

- Businesses must allow employees to get involved in social development programmes. ✓✓
- Businesses must protect the environment and participate in community upliftment programmes. ✓✓
- They must recycle and re-use scarce resource. ✓✓
- Businesses must support people who are less fortunate, by providing donations to charity organisations. ✓✓
- They can also engage in economic development and also provide education on HIV/AIDS awareness programmes. ✓✓
- Any other relevant answer related to CSR projects.

Max (4)

1.1.3 Benefits/Advantages of CSR/CSI projects for businesses

- Increases employees' morale and job satisfaction ✓ when they are involved in social responsibility programmes. ✓
- Businesses can use CSR/CSI projects as a marketing strategy ✓ to promote their products. ✓
- CSI helps to attract investors ✓ because of increased profits/income. ✓
- Promotes customer loyalty ✓ resulting in more sales. ✓
- May attract experienced employees/increase the pool of skilled labour, ✓ which could increase productivity. ✓
- Positive/Improved image ✓ the business looks after employees/responsibly conducts itself. ✓
- A business may have a competitive advantage, ✓ resulting in good publicity/an improved reputation. ✓

- The business enjoys the goodwill/support ✓ of communities. ✓
- Any other relevant answer related to the advantages of CSR/CSI projects for businesses.

Max (6)

Consolidation

Learner's Book page 35

QUESTION 1

1.1 Meaning of networking

- Networking refers to a coordinated activity ✓ where people who have similar objectives meet and exchange information and ideas. ✓
- During a networking session, entrepreneurs can meet new people ✓ and build alliances with others. ✓
- The goal of networking is to reach as many people as possible and ✓ to make every connection count. ✓
- Businesses could become a member of the chamber of commerce ✓ and industry, professional business club, and informal social groupings to meet new contacts. ✓
- Any other relevant answer related to the meaning of networking.

Max (4)

1.2 Reasons why businesses lobby

- Businesses lobby their regulator or supervisory body to try to influence prices, policies, regulations, and other decisions made by the regulator or the supervisory body. ✓
- Businesses or people lobby or change laws like child labour laws, clean air and water laws and municipal regulations. ✓
- The views of lobby groups are important and make a difference by giving solutions to business challenges. ✓
- Lobbying advances what the business must deliver on and builds public trust. ✓
- Lobbying helps to find solutions to emerging generic challenges. ✓
- Lobbying advances a cause and builds public trust. ✓

Max (6)

1.3 Benefits of CSI for businesses

1.3.1 Benefits of CSI quoted from the scenario

- Amanda Ltd contribute their surplus profit to the community to improve the standard of living. ✓
- They are also enjoying loyal support from community members. ✓

(2)

1.3.2 Other benefits of CSI to businesses

- Increases employees' morale and job satisfaction ✓ when they are involved in social responsibility programmes. ✓
- Businesses can use CSR/CSI projects as a marketing strategy ✓ to promote their products. ✓
- CSI helps to attract investors ✓ because of increased profits/income. ✓
- Promotes customer loyalty ✓ resulting in more sales. ✓
- May attract experienced employees/increase the pool of skilled labour, ✓ which could increase productivity. ✓
- Positive/Improved image ✓ as the business looks after employees/responsibly conducts itself. ✓
- A business may have a competitive advantage, ✓ resulting in good publicity/an improved reputation. ✓
- Any other relevant answer related to the benefits of CSI to businesses.

Max (6)

QUESTION 2

2.1 Introduction

- Businesses need to put necessary measures in place to deal with challenges. ✓
- The changing business environments will need business to adapt constantly. ✓
- In order to meet the changing needs of consumers, businesses must make informed business decisions. ✓
- Any other relevant answer related to power relationships/challenges of the business environment/networking/direct influence on the environment.

Any (2 × 1) (2)

2.2 The meaning of power relationship

- Power relations can be described as a measure of a business' ability ✓ to control its environment and the behaviour of other businesses. ✓
- Power relations ✓ exist in all relationships in society. ✓

- When two or more businesses negotiate a transaction, one of them may be in a stronger position than the others. ✓
- The power that the business has on the environment determines the status ✓ it holds within its industry. ✓
- A business can form relationships ✓ with its environment and markets. ✓
- Any other relevant answer related to meaning of power relationship.

Max (8)

2.3 Ways in which businesses can adapt to challenges of the business environments.

Information management ✓✓

- Businesses need to implement an effective information management system ✓ that is accessible and useful to all members of staff. ✓
- The information must be found/recorded/stored/easily ✓ retrieved and effectively used. ✓
- Large capital should be invested into information technology (IT) systems ✓ to update business operations. ✓
- Modern IT solutions enable businesses ✓ to satisfy customer needs faster and better. ✓
- The business may then benefit ✓ from an increase in market share and profitability. ✓

Heading	2
Explanation	4
Submax	6

Strategic responses ✓✓

- This refers to the way in which a business responds ✓ to a challenge in a strategic and effective way. ✓
- Management needs to design strategic responses to various challenges ✓ by analysing all information, and identifying the stakeholders involved. ✓
- Businesses must get a clear picture ✓ of each stakeholder’s viewpoints and requirements. ✓
- They need to be aware of new competitors in the market, ✓ and they must be able to strategically respond to threats. ✓
- They must make strategic plans ✓ to remain sustainable in a competitive market. ✓
- Correct strategic responses assist businesses ✓ to identify the most important features of their products. ✓

Heading	2
Explanation	4
Submax	6

Mergers, takeovers, acquisitions, and alliances ✓✓

- Mergers occurs when two companies join together ✓ – usually by agreement – to form one new business. ✓
- These two businesses also share their resources ✓ when they become one new business. ✓
- If it is a public company, then the shareholders will swap their shares in one company ✓ for the equivalent value of shares in the newly merged company. ✓
- Takeovers occurs when one business buys another one ✓ – sometimes against the other business’ will. ✓
- It can also happen when one business buys out their shares of another one ✓ until the first business has controlling interests. ✓
- Acquisitions happens when a business ✓ buys another business at an agreed price. ✓
- The acquired business often continues to operate ✓ as a subsidiary of the acquiring business. ✓
- It usually occurs to companies ✓ that are not listed on the JSE. ✓
- Alliances refers to an agreement between businesses who work together ✓ for the benefit of all of them. ✓
- Organisations with similar interests/nature/qualities choose to work together for the mutual benefit of both organisations.
- Alliances make it possible for businesses to be more competitive and better able to respond to challenges. The businesses remain separate and merely cooperate with one another. ✓

Heading	2
Explanation	4
Submax	6

Organisational design and flexibility ✓✓

- Organisational design describes how a business is structured ✓ and how it communicates its culture. ✓
- It is a process to integrate the people/information/technology of an organisation ✓ so that the profitability of the business may improve. ✓
- Businesses need to be flexible in their organisational design and strategies ✓ so that they can compete in a changing market. ✓

- The management structure of a business ✓ should reflect the environmental conditions that the business experiences. ✓

NOTE: Mark the first FOUR.

Heading	2
Explanation	4
Submax	6

Max (24)

2.4 Advantages of networking

- Businesses can attract new customers ✓ resulting in increased market share and profitability ✓
- Networking can be an excellent source ✓ of new perspectives and business ideas. ✓
- Allows managers to build new business relationships ✓ and generate new business opportunities. ✓
- Plays a role in the marketing ✓ and expansion of a business. ✓
- Assists businesses ✓ in making future business decisions. ✓
- Businesses can gain support ✓ when representation to various authorities is planned. ✓
- Any other relevant answer related to the advantages of networking.

Max (8)

2.5 Direct influence on the environment and social responsibility

- A business can network and lobby for mutual trust between itself and other businesses as well as with government officials. ✓✓
- Direct influences on businesses usually result from legislation/trade agreements and competitor strategies. ✓✓
- Successful businesses and their environment adapt to the unavoidable influences by creating a competitive environment. ✓✓
- Any other relevant answer relating to direct influence on the environment and social responsibility.

Max (6)

2.6 Conclusion

- Businesses sometimes need to make quick decisions to ensure their survival when they are faced with challenges from the business environments. ✓✓
- Businesses need to put necessary measures in place to deal with challenges. ✓✓
- The changing business environments will need businesses to adapt constantly. ✓✓
- In order to meet the changing needs of consumers, businesses must make informed business decisions. ✓✓
- Any other relevant answer related to power relationships/challenges of the business environment/networking/direct influence on the environment.

**Any (1 × 2) (2)
(40)**

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Power relationships	8	
Ways to adapt to challenges of business environment	24	
Advantages of networking	8	
Direct influence on the environment	6	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOPIC 4 Impact and challenges of contemporary socio-economic issues on business

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> Recap socio – economic issues from grade 10. Hold class discussion on impact of contemporary socio-economic issues on business operations. Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it. 	<ul style="list-style-type: none"> Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, Impact of contemporary socio-economic issues on business operations and their challenges decisions for specific business situations. Ensure that learners are aware of all the content that must be covered. Use new terms in every lesson, elaborate on the meaning and context of each, and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. Indicate the key words used in the topic. Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. Use the notes to markers, of the latest exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. The rationale behind scenarios is to assess learners’ ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. Refer to national and provincial papers exam papers.

Memoranda to activities

Activity 4.1 Learner's Book page 43

DOWN:

1. Mismanagement of funds
2. Natural resources
4. Social issues
5. Inflation
6. Piracy
7. Corruption

ACROSS:

3. Economic crime
8. Demographics
9. Illiteracy
10. Income

(10 × 2) (20)

Activity 4.2 Learner's Book page 45

- 1.1 Socio-economic issues that apply to scenarios
 - 1.1.1 Sexual Harassment ✓✓
 - 1.1.2 Illiteracy ✓✓
 - 1.1.3 Economic Crime ✓✓
 - 1.1.4 Dumping ✓✓
 - 1.1.5 Strike ✓✓

(5 × 2) (10)

Activity 4.3 Learner's Book page 47

- 1.1 Solutions to piracy
 - 1.1.1 Trademark ✓✓
 - 1.1.2 Patent ✓✓
 - 1.1.3 Copyright ✓✓

(3 × 2) (6)

Activity 4.4 Learner's Book page 49

- 1.1 Functions of trade unions from the scenario
 - The trade union meets regularly with management of GM to improve working conditions of the miners. ✓
 - The employees also receive legal and financial advice from the trade union. ✓

Note 1: Mark the first two responses only.

2: Award marks for responses quoted directly from the scenario.

(2 × 1) (2)

1.2 Other functions of a trade union

- They represent employees ✓ to defend them against discrimination and abuse in the workplace. ✓
- They represent employees in meetings with their employers ✓ when they face workplace grievances and disputes. ✓
- They negotiate good working conditions, salary or wages and benefits for employees ✓ with the employer to improve the standard of living of workers. ✓
- Employees are protected ✓ from unfair dismissals and labour practices. ✓
- Any other relevant answers related to functions of a trade union.

Max (6)

1.3 The purpose of the Labour Relations Act (LRA)

- The act provides the structure for governing the relations ✓ between an employer and their employees. ✓
- It encourages collective bargaining processes ✓ to take place in the workplace. ✓
- It also encourages the establishment of workplace forums ✓ to support employees in decision making. ✓
- The act further encourages fair labour practices ✓ between the employer and its employees. ✓
- It makes provision for the establishment of the Labour and Labour Appeal Courts ✓ and allows for the establishment of the Commission for Conciliation, Mediation and Arbitration (CCMA) for dispute resolutions. ✓
- The transfer of employment contracts ✓ between the existing and new employers are explained. ✓
- Any other relevant answer related to the purpose of the Labour Relations Act.

Max (6)



Activity 4.5

Learner's Book page 49

4.5.1 Introduction

- Socio-economic issues affect all businesses negatively and increase business costs in an attempt to deal with them.
- A clear distinction should be made between economic crime and mismanagement of funds.
- Ethical misconduct affects the image of the business and as a result, consumers become reluctant to support these businesses. ✓
- Piracy must be dealt with to minimise its negative impact on business operations.
- Any other relevant introduction related to the meaning of dumping and illiteracy/impact of ethical misconduct and piracy/solutions to piracy/differences between economic crime and mismanagement of funds. ✓

Any (2 × 1) (2)

4.5.2 The meaning of dumping and illiteracy as socio-economic issues that pose challenges to business

Dumping

- Dumping occurs when a country or company exports a product ✓ at a price that is lower in the international importing market than the price in the exporter's local market. ✓
- It is the act of selling large quantities of goods ✓ at below-market prices. ✓
- Any other relevant answer related to the meaning of dumping.

Submax (4)

Illiteracy

- Illiteracy refers to people ✓ who are unable to read or write. ✓ Many illiterate people find it difficult ✓ to secure formal employment ✓ because most jobs require ✓ some reading and writing skills. ✓
- It is the condition of being ignorant or lacking knowledge in a specific field. ✓
- Any other relevant answer related to the meaning of illiteracy.

Submax (4)

Max (8)

4.5.3 The impact of ethical misconduct and piracy on business.

Ethical misconduct

- Ethical misconduct refers to dishonest activities in which a person entrusted with authority ✓ in a business acts contrary to the interest of the business. ✓
- An employee may abuse his or her position of trust ✓ for monetary gain. ✓
- It negatively affects the image of the business ✓ and may result in disinvestment or no new investments from new shareholders. ✓

- Businesses may face lawsuits from employees ✓ who feel that not enough was done to protect them from unethical behaviour in the workplace. ✓
- Stringent and strict policies need to be implemented by businesses ✓ to prevent these crimes from happening. ✓
- Implementing these policies and procedures may be costly ✓ for business when it is rolled out for the employees. ✓
- Any other relevant answer related to the impact of ethical misconduct on businesses.

Submax (4)

Piracy

- Businesses suffer substantial losses in revenue ✓ because of the illegal reproduction of artists' music, movies and branded clothing. ✓
- Unlawful copying and streaming of movies and television series ✓ lead to a decline in the sales and profits for businesses. ✓
- Artists may feel that it is unnecessary to produce new music or movies ✓ because of the reduced sales. ✓
- This may affect the artist's and producer's ✓ productivity level. ✓
- Any other relevant answer related to the impact of piracy on businesses.

Submax (4)

Max (8)

4.5.4 Solutions to deal with piracy.

Copyright ✓✓

- Laws relating to copyright protect authors ✓ and allow them to sell their works to make a profit. ✓
- Exclusive rights are given to an author or artist when their product is copyrighted ✓ and only they can then give permission for replication. ✓
- Copyright holders of intellectual property (IP) can take legal action ✓ against anyone who reproduces their work. ✓

Heading	2
Explanation	2
Submax	4

Patents ✓✓

- A patent gives the creator of the product the right to prohibit other people ✓ from making or using their invention. ✓
- This right is granted by government for a limited period ✓ of up to twenty years for the exclusive right to an invention. ✓
- If any person or business uses the invention without permission, ✓ the creator may take legal action against them. ✓

Heading	2
Explanation	2
Submax	4

Trademark

- A trademark refers to a sign, character or word that is protected by law ✓ to represent a product or company. ✓
- These are used by businesses so that their products ✓ or the business itself is easily identifiable. ✓
- Trademarks that are registered are protected forever, ✓ on condition that they are renewed every ten years by paying a renewal fee. ✓
- Damages may be claimed from individuals ✓ who make use of the trademark illegally. ✓

Heading	2
Explanation	2
Submax	4

Max (12)

4.5.5 Differences between economic crime and mismanagement of funds.

ECONOMIC CRIME	MISMANAGEMENT OF FUNDS
<ul style="list-style-type: none"> Economic crime, or white-collar crime, includes criminal activities such as unlawful use of money that does not belong to a person. This is known as fraud. ✓✓ 	<ul style="list-style-type: none"> Mismanagement of funds refers to the wrongful use of funds for example, irregular expenditure – that does not belong to a person/employee. ✓✓
<ul style="list-style-type: none"> Money gained through unlawful business dealings, such as over quoting on tenders. Money gained from unlawful activities ✓ is spent for personal benefit. ✓✓ 	<ul style="list-style-type: none"> It involves dishonest activities in which a person entrusted with authority in a business abuses his/her position of trust to achieve personal gain ✓✓
	<ul style="list-style-type: none"> The person usually disregards laws and financial policy guidelines for another person or organisation. ✓✓
<ul style="list-style-type: none"> Any other relevant answer related to economic crime. 	<ul style="list-style-type: none"> Any other relevant answer related to mismanagement of funds.
Submax (6)	Submax (6)

Max (12)

- NOTE: 1** The answer does not have to be in tabular format.
2 The difference does not have to link but they must be clear.
3 Award a maximum of SIX (6) marks if the differences are not clear. Mark either economic crime or mismanagement of funds only.

4.5.6 Conclusion

- Businesses must have a clear understanding of the negative impact posed by ethical misconduct and piracy on their operations. ✓✓
- All artists deserve to have their intellectual property protected to ensure that they can continue to make a living. ✓✓
- Solutions available to deal with piracy enable businesses to minimise its impact. ✓✓
- Businesses must familiarise themselves with the differences between economic crime and mismanagement of funds for better understanding. ✓✓
- Any relevant conclusion related to the meaning of dumping and illiteracy/impact of ethical misconduct and piracy/ solutions to piracy/differences between economic crime and mismanagement of funds.

Any (1 × 2) (2)
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of dumping and illiteracy	8	
Impact of ethical misconduct and piracy on business	8	
Solutions to deal with piracy	12	
Differences between economic crime and mismanagement of funds	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

Consolidation

Learner's Book page 51

QUESTION 1

- 1.1 1.1.1 D✓✓
 1.1.2 C✓✓
 1.1.3 C✓✓
 1.1.4 B✓✓
 1.1.5 A✓✓

(5 × 2) (10)

- 1.2 1.2.1 E✓✓
 1.2.2 G✓✓
 1.2.3 F✓✓
 1.2.4 H✓✓
 1.2.5 B✓✓

(5 × 2)(10)

QUESTION 2:**2.1** Socio-economic issues**2.1.1** Socio economic issues from the scenario

SOCIO ECONOMIC ISSUE	MOTIVATION
Lack of skills✓✓	SCS is situated in an area where most people do not have the necessary skills needed in the business.✓
Illiteracy✓✓	The majority of community members cannot read and write.✓
Unavailability of natural resources ✓✓	There are also water shortages in the area.✓
Submax (6)	Submax (3)

*Notes: 1 Mark the first three responses only**2 Award marks for the correct socio economic issue even if the motivation is incomplete**3 Do not award marks for motivations if socio economic issues were incorrectly identified***Max (9)****2.2** The impact of crime on business

- Crime upsets people ✓ and their mental health negatively.✓
- It reduces ✓ staff productivity in the workplace.✓
- Business costs may be higher ✓ because it needs to arrange counselling for staff members affected by crime.✓
- Customers may stop supporting ✓ businesses situated in areas prone to crime.✓
- Businesses located in crime hotspot areas ✓ may have a decline in profit because of the lack of security in the area.✓

Max (6)**2.3** The purpose of the Labour Relations Act

- The act provides the structure for governing the relations ✓ between an employer and their employees.✓
- It encourages collective bargaining processes ✓ to take place in the workplace.✓
- It also encourages the establishment of workplace forums ✓ to support employees in decision making.✓
- The act further encourages fair labour practices ✓ between the employer and its employees.✓
- It makes provision for the establishment of the Labour and Labour Appeal Courts ✓ and allows for the establishment of the Commission for Conciliation, Mediation and Arbitration (CCMA) for dispute resolutions.✓
- The transfer of employment contracts ✓ between the existing and new employers are explained.✓

Max (6)

QUESTION 3:**3.1 Introduction**

- Embarking on industrial action is a last resort for employees when they are no longer able to negotiate with the employer. ✓
- The Labour Relations Act encourages fair labour practice for employees. ✓
- Any other relevant introduction related to the meaning of strike / impact of dumping and exhaustion of natural resources / purpose of LRA / functions of trade unions.

Any (2 × 1) (2)**3.2 Meaning of strike as part of industrial action.**

- A strike can be defined as a joint action ✓ organised by employees or their union representatives -to-stop-working and try to force the employers to accept their demands. ✓
- Strike is a result of unresolved disputes, ✓ for example, on salary increase between the employer and employees. ✓
- Other common reasons which could lead to a strike action ✓ include working hours and working conditions. ✓
- Any other relevant answer related to the meaning of strikes.

Max (4)**3.3 Impact of dumping and exhaustion of natural resources on businesses.****3.3.1 Impact of dumping on businesses**

- Local businesses lose profits ✓ as they cannot compete with cheaper prices. ✓
- They may also lose income ✓ and be forced to close their operations. ✓
- This may lead to a decrease in local production ✓ and a loss of jobs. ✓
- It is not possible for local businesses ✓ to manufacture the same products at an equal or lower price. ✓
- Any other relevant answer related to the impact of dumping on businesses.

Submax (8)**3.3.2 Impact of exhaustion of natural resources on businesses**

- Exhaustion of natural resources can be devastating for businesses ✓ whose operations solely depend on their existence. ✓
- Over time, the depletion of these resources will lead to an energy crisis, ✓ which government will then need to address. ✓
- Businesses may be forced to substitute exhausted natural resources with chemicals ✓ and become a strong contributor to climate change. ✓
- This can drive business costs higher ✓ when they need to find solutions to minimise emissions. ✓
- Any other relevant answer related to impact of exhaustion of natural resources on business.

Submax (8)**Max (16)****3.4 Purpose of the Labour Relations Act (No. 66 of 1995)**

- The act provides the structure for governing the relations ✓ between an employer and their employees. ✓
- It encourages collective bargaining processes ✓ to take place in the workplace. ✓
- It also encourages the establishment of workplace forums ✓ to support employees in decision making. ✓
- The act further encourages fair labour practices ✓ between the employer and its employees. ✓
- It makes provision for the establishment of the Labour and Labour Appeal Courts ✓ and allows for the establishment of the Commission for Conciliation, Mediation and Arbitration (CCMA) for dispute resolutions. ✓
- The transfer of employment contracts ✓ between the existing and new employers are explained. ✓
- Any other relevant answer related to the purpose of the labour relations act.

Max (12)**3.5 The functions of trade unions in the workplace**

- Trade unions represent and protect its members against unfair labour practices in the workplace. ✓✓
- They empower employees about their rights in the workplace and how to apply these rights. ✓✓
- They represent employees in meetings with their employers when they face workplace grievances and disputes. ✓✓
- Trade unions negotiate for better working conditions, salary or wages and other benefits to improve the standard of living of workers. ✓✓
- Employees are protected from unfair dismissals and labour practices. ✓✓

- They may take legal action on behalf of their members when necessary. ✓✓
- Any other relevant answer related to the functions of trade unions.

Max (12)

3.6 Conclusion

- Businesses should address employees' concerns to prevent unnecessary strike actions. ✓✓
- Trade unions are to emphasise the plight of the poor by calling for job creation. ✓✓
- LRA is instrumental in maintaining good relations between the employers and the employees in the workplace. ✓✓
- Any other relevant conclusion related to the meaning of strike / impact of dumping and exhaustion of natural resources / purpose of LRA / functions of trade unions.

Any (1 × 2) (2)

[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of strike as part of industrial action	4	
Impact of dumping and exhaustion of natural resources on businesses	16	
Purpose of the Labour Relations Act	12	
Functions of trade unions in the workplace	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOPIC 5 Business sectors

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> • Discuss the links between various primary, secondary and tertiary enterprises. • Emphasize the difference between the enterprises using a table. • Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it. 	<ul style="list-style-type: none"> • Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, • The links between primary, secondary and tertiary enterprises. • Ensure that learners are aware of all the content that must be covered. • Use new terms in every lesson, elaborate on the meaning and context of each, • and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. • Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. • Indicate the key words used in the topic. • Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. • Use the notes to markers to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly. • Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> • Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. • Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. • Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. • The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. 	<ul style="list-style-type: none"> • Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. • Refer to National and Provincial examination papers.

Memoranda to activities

Activity 5.1 Learner's Book page 56

- 1.1 Complete the statement
- 1.1.1 Extraction ✓✓
 - 1.1.2 Hospitality ✓✓
 - 1.1.3 Coal ✓✓
 - 1.1.4 Secondary ✓✓
 - 1.1.5 Services ✓✓

(5 × 2)(10)

Activity 5.2 Learner's Book page 60

- 1.1 Business sectors from a scenario

BUSINESS SECTORS	MOTIVATIONS
1. Primary ✓✓	FCM acquires raw materials from Pecher Cotton Farms. ✓
2. Secondary ✓✓	EF buys clothing from Fayi Clothing Manufacturers (FCM). ✓
3. Tertiary ✓✓	Elegant Fashions (EF) sells designer men and ladies clothing. ✓
Submax (6)	Submax (3)

Max (9)

NOTE: 1 Mark the first THREE (3) answers only.

2 Do not award marks for the motivation if the business sector is incorrectly identified.

- 1.2 The relationship between the primary, secondary and tertiary sectors
- The primary sector extracts ✓ the raw materials and pass them to the secondary sector. The secondary sector transforms the raw materials into products and pass them to the tertiary sector. ✓
 - The tertiary sector sells ✓ the products and supports the activities of the other two sectors. ✓
 - Business sectors are therefore interrelated ✓ and are connected with each other. ✓
 - Any other relevant answer related to the relationship between the primary, secondary and tertiary sectors.

Max (6)

Activity 5.3 Learner's Book page 60

1.1 Business sector from picture

Business 1.1.1	Business sector 1.1.2	Industry 1.1.3
Service/Petrol/Gas station / Garage✓	Tertiary sector✓✓	Transportation✓✓
Submax (1)	Submax (2)	Submax (2)

Max (5)

Examples of Businesses 1.1.4	Business sectors 1.1.5
1. Petroleum company ✓	Primary/Secondary sector✓✓
2. Trucking company✓	Tertiary sector✓✓
3. Business delivery vehicles/company cars✓	Tertiary sector✓✓
4. Factories that need petrol to operate machinery✓	Secondary sector✓✓
5. IT business✓	Tertiary sector✓✓
6. Mining/Agriculture/Fisheries✓	Primary sector✓✓
Any other relevant answer related to businesses that interact with a service/petrol/gas station/garage.	
Any (3 × 1) (3)	(3 × 2) (6)

NOTE: 1 Mark the first THREE (3) answers only.

2 Do not award marks for the business sector if the business is incorrect.

Max (9)

1.1.6 The interrelated relationship between the business sectors

- The primary sector extracts✓ crude oil/petrol.✓
- The secondary sector transforms/refines✓ the oil/petrol.✓
- The petrol station✓ sells the petrol to consumers.✓
- Any other relevant answer related to the link/relationship between different sectors.

Max (4)

Consolidation

Learner's Book page 62

DOWN:

1. Forward
2. Backward
3. Tertiary
4. Mining
6. Interdependent
7. Services
9. Insurance

ACROSS:

5. Primary
8. Interrelated
10. Forestry
11. Secondary
12. Manufacturing

(12 × 2)(24)

TOPIC 6 Benefits of a company over other forms of ownership

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> Recap on the characteristics, advantages and disadvantages of the forms of ownership. Emphasise the differences between forms of ownership by using a table. The focus will be on the benefits and challenges of establishing a company versus other forms of ownership as well as the procedures for the establishment of companies. Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it. Have a class discussion on different forms of ownership. 	<ul style="list-style-type: none"> Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, Benefits and challenges of establishing a company versus other forms of ownership including taxation issues. Ensure that learners are aware of all the content that must be covered. Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. Indicate the key words used in the topic. Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. Use the latest notes to markers, of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. Refer to the national and provincial examination papers.

Memoranda to activities

Activity 6.1 Learner's Book page 75

1.1 The characteristics of a private company

- Requires one or more directors and one or more shareholders. ✓✓
- It needs a minimum of one shareholder and there is no limit on the number of shareholders that a private company may have. ✓✓
- A private company is not bound to publish a prospectus when issuing shares. ✓✓
- Private companies are subject to many legal requirements. ✓✓
- A private company is not allowed to sell shares to the public. ✓✓
- A minimum of two shareholders are required for a meeting, except in the case of a one-person company. ✓✓
- Register with the registrar of companies by drawing up a Memorandum of Incorporation. ✓✓
- Annual financial statements must be audited with some exceptions in terms of the new Companies Act. ✓✓
- Private companies do not offer securities to the public. ✓✓
- Shareholders have limited liability for the debt of the business. ✓✓
- Investors put capital in to earn profit from shares. ✓✓
- The company has a legal personality as well as unlimited continuity. ✓✓
- Profits are shared in the form of dividends in proportion to the share held. ✓✓
- Shareholders have a limited liability and will not lose their initial capital invested if the business goes bankrupt. ✓✓
- Shareholders have limited liability and a separate legal entity. ✓✓
- Raises capital by issuing shares to its shareholders. ✓✓
- Profits are shared in the form of dividends in proportion to the number of shares held. ✓✓
- Any other relevant answer related to the characteristics of a private company.

Max (6)

1.2 Characteristics of a sole proprietorship

- A sole trader is a business that is owned ✓ and managed by one person. ✓
- Assets and profits in this business ✓ belong to the owner. ✓
- Legally there is no separation ✓ between the business and the individual running it. ✓
- If the business is facing legal action, the owner is held legally responsible ✓ for the debts of the business ✓.
- The sole proprietorship does not pay tax ✓ as the owner pays tax in their own capacity ✓.
- The profit made by the sole proprietorship ✓ is added to any other income earned by the owner and SARS then calculates the amount payable. ✓
- There are no legal and administrative formalities ✓ in the formation of a sole trader ✓.
- A sole proprietor is not a legal entity ✓ and agreements are entered into by the owner in their personal capacity. ✓
- Business has unlimited liability ✓, and the private possessions of the owner can be used to pay the debts of the business. ✓
- Any other relevant answer related to the characteristics of a Sole Proprietorship.

Max (6)

1.3 Advantages of a personal liability company

- Personal liability companies are subject to fewer disclosure ✓ and transparency requirements. ✓
- The board of a personal liability company must include at least one director, ✓ or any other minimum number as stipulated in its MOI. ✓
- The life span ✓ of a personal liability company is perpetual. ✓
- Directors of a personal liability company are not compelled ✓ to attend the Annual General Meeting (AGM). ✓
- Audited financial statements are optional ✓ ; otherwise, the financial statements need to be independently reviewed unless exempted by regulation. ✓
- A personal liability company does not have to lodge its annual financial statements ✓ with the Commission. ✓
- Shareholders of a personal liability company have a right of pre-emption ✓ in respect of the issue of new securities unless the MOI provides otherwise. ✓
- The Act imposes personal liability on directors ✓ who are knowingly part of reckless or fraudulent business. ✓
- Any other relevant answer related to the advantages of a personal liability company.

Max (6)

1.4 Disadvantages of a non-profit company

- Need professional assistance to set up this organisation. ✓✓
- Does not generate enough capital to cover their expenses. ✓✓
- Donations may not always be enough to finance the company's expenses. ✓✓
- Assets are not distributed to the members upon closing. ✓✓
- Creating a non-profit company takes time/effort/money. ✓✓
- Obtaining grants can be a slow and tiring process. ✓✓
- Incorporators cannot take along the assets accumulated by the NPC if they decide to leave. ✓✓
- They are not allowed to pay bonuses to members. ✓✓
- They are compelled to prepare annual financial statements. ✓✓
- Any other relevant answer related to the disadvantages of a non-profit company.

Max (6)

2.1.1 Characteristics of a NPC

- Non-profit companies do make money; ✓ they just do not make a profit. ✓
- Any money raised by a non-profit company needs to be used by the company ✓ to cover its expenses. ✓
- The name of the non-profit company ✓ must end with NPC. ✓
- A non-profit company may register with the Department of Social Welfare ✓ as a non-profit organisation (NPO) in terms of the Non-Profit Organisations Act (No. 71 of 1997) to apply for government funding or to obtain a fund-raising number. ✓
- A non-profit company must comply with ongoing administrative requirements ✓ set out in the Companies Act (No. 71 of 2008) including the filing of annual returns and annual reporting. ✓
- Any other relevant answer related to the characteristics of a NPC.

Max (6)

2.1.2 The advantages of a NPC

- The company has an independent legal personality ✓, but directors will be liable for any loss, damage or costs sustained by the company if acting in the name of the company. ✓
- The assets of the company are in the name of the organisation ✓, not in its members. ✓
- Non-profit companies continue to exist ✓ even if the membership changes. ✓
- The assets and liabilities (debts) of the organisation ✓ are held separately from those of its members. ✓
- May make a profit ✓ but may not share any of the profits with its members. ✓
- Profits can only be used to conduct the work ✓ of the organisation. ✓
- All of the non-profit company's assets and income must be used ✓ to advance its stated objects, as set out in its MOI. ✓
- The members exercise power in general meetings ✓ in the sense that they can appoint or remove directors ✓, amend the MOI of the company, and dispose of the NPO's assets. ✓
- Non-profit companies must prepare the financial statements at the end of the year ✓ and are not compelled to audit the financial statements. ✓
- Non-profit companies are not compelled ✓ to attend the general annual meeting (AGM). ✓
- Any other relevant answer related to the advantages of a NPC.

Max (6)

3.1 Forms of ownership from a scenario

3.1.1 Personal liability company ✓✓

Motivation

Dladla Inc. needs large amounts of capital for expansion of your business. ✓

Max (3)

3.1.2 Public company ✓✓

Max (2)

3.1.3 Difference between a PLC and a public company

Personal liability company	Public company
<ul style="list-style-type: none"> • May not offer shares ✓ to the general public. ✓ • Shares are not freely transferable. ✓ • Minimum of one director ✓ • Name of company ends ✓ with INC. ✓ • Annual financial statements need not to be audited ✓ and published. ✓ • Does not need to publish a prospectus ✓ as it cannot trade its share publicly. ✓ • The company does not have to raise ✓ the minimum subscription/ issue minimum shares. ✓ • Any other relevant answer related to a personal liability company. 	<ul style="list-style-type: none"> • Trades its shares publicly ✓ on the Johannesburg Securities Exchange ✓ • Shares are freely transferable. ✓ • Minimum of three directors. ✓ • Name must end ✓ with Limited/Ltd. ✓ • Annual financial statements need to be audited ✓ and published. ✓ • Must register and publish ✓ prospectus with the Companies and Intellectual Property Commission(CIPC). ✓ • Must raise a minimum subscription prior ✓ to commencement of the company. ✓ • Any other relevant answer related to a personal liability company.
Submax (4)	Submax (4)

- NOTE:** 1. Mark the first THREE (3) answers only.
 2. The answer does not have to be in tabular format.
 3. The distinction does not have to link but must be clear.
 4. Award a maximum of FOUR (4) marks if the distinction is not clear/mark either personal liability company or public company only.

Max (8)

 Activity 6.2 Learner's Book page 77

1.1 The meaning of a state-owned company.

- A state-owned company has the government as its major shareholder ✓ and falls under the department of Public Enterprise. ✓
- These businesses take on the role of commercial enterprise ✓ on behalf of the government. ✓
- It is owned by the government ✓ and operated for profit. ✓
- State-owned companies support private businesses by supplying infrastructure such as communication services or the supply of electricity. ✓
- Any other relevant answer related to the meaning of a state-owned company.

Max (4)

1.2 The differences between a private and public company. Any other relevant answer related to private company or public company

Type of ownership	Private company	Public company
Business name	Ends with Pty Ltd ✓✓	Ends with Ltd ✓✓
Shares	Not freely transferable ✓✓	Free transferable ✓✓
Minimum number of directors	One ✓✓	Three ✓✓
	Any other relevant difference related to private company	Any other relevant difference related to public company
	Submax (4)	Submax (4)

Max (8)

1.3 Advantages (positives) of a state-owned company.

- Profits may be used to finance ✓ other state departments. ✓
- Offer essential services ✓ which may not be offered by the private sector. ✓
- Prices ✓ are kept reasonable. ✓
- Wasteful duplication ✓ of services is eliminated. ✓
- Planning can be coordinated through central control. ✓

- Generates income to finance ✓ social programmes. ✓
- Jobs are created ✓ for all skills levels. ✓
- Any other relevant answer related to the positive impact of state-owned company.

AND/OR

Disadvantages (negatives) of a state-owned company

- May result to poor management ✓ as government is not always as efficient as the private sector. ✓
- Inefficiency due ✓ to the size of the business. ✓
- Often rely ✓ on government subsidies. ✓
- A lack of incentive for employees to perform if there is an absence of other motivators, such as productivity bonuses. ✓
- A lack of incentive for employees ✓ to perform if there is no share in the profit. ✓
- Government can lose ✓ money through the business. ✓
- Losses ✓ must be met by the taxpayer. ✓
- Shares are not freely tradable ✓ making it difficult to raise capital. ✓
- SOC must follow strict regulations ✓ for operations to raise capital. ✓
- Financial statements ✓ must be audited. ✓
- Any other relevant answer related to the negative impact of state-owned company.

Max (8)

2.1 Differences between a partnership and a close corporation

PARTNERSHIP		CLOSE CORPORATION	
2.2.1	Private company ✓✓	Zimvo Training (Pty) Ltd want to convert their	company's current status. ✓
2.2.2	Public company ✓✓	They will change their name to Zimvo Training Ltd so that they can invite	the public to buy shares in the business. ✓
Submax (4)		Submax (2)	

Max (6)

NOTE: Do not award marks for the motivation if forms of ownership were incorrectly identified

2.3 Advantages of public company

- The business has its own legal identity ✓ and can own assets and property. ✓
- No limitation ✓ on the number of shareholders, so growth and expansion is not limited. ✓
- Competent and knowledgeable directors ✓ may be appointed by shareholders. ✓
- Easy to raise large amounts of capital for growth ✓ through the issuing of shares to the public. ✓
- Shareholders have a limited liability ✓ for the debt of the company. ✓
- Attracts small investors ✓ as shares can be transferred freely and easily. ✓
- The public has access to the information ✓ as financial reports must be published annually. This could motivate the public to buy shares from a company. ✓
- Strict regulatory requirements ✓ protect shareholders. ✓
- Any other relevant answer related to a the advanatges of a public company.

Max (6)



Activity 6.3

Learner's Book page 79

1.1 Benefits of establishing a company

1.1.1 Correct answers are the ones indicated as motivations in the memo.

BENEFITS	MOTIVATIONS
Ownership and management ✓✓	Their shares are freely transferable on the JSE ✓
Legal status and liability ✓✓	The shareholders have not direct legal responsibility. ✓
Taxation ✓✓	SFL has tax benefits that other businesses do not have. ✓
Submax (6)	Submax (3)

Note: 1. Do not award marks for motivations if the benefits establishing a company were incorrectly identified.

2. Award marks for the benefits even if the quotes are incomplete.

Max (9)

1.1.2 THREE benefits of establishing a company

Profit-sharing ✓✓	Shareholders share in the profits of the company through dividends. ✓
	Any other relevant answer related to profit-sharing as a benefit of establishing a company.
Capital and cash flow ✓✓	Easy to raise funds for growth through the sale of shares. ✓ Companies have a better cash flow than sole traders. ✓ A company is not limited to the individual contribution ✓ of the members' capital
	Any other relevant answer related to capital and cash flow as a benefit of establishing a company.
Ownership and management ✓✓	Can appoint a knowledgeable board of directors. ✓ A company has continuity of existence. ✓ Exchange with Capital and cash flow and visa versa. ✓
	Any other relevant answer related to ownership and management as a benefit of establishing a company.

Note: Mark the first THREE (3) only. Do not award marks for benefits stated in QUESTION 1.1.1.

Max (9)

1.1.3 Challenges of establishing a company

- Directors may not have a personal interest in the business, and this could prevent the business from gaining maximum growth and profits. ✓✓
- Directors who do not have a personal interest in the business may not attract investors. ✓✓
- There may be conflict between the owners of the company and management in control. ✓✓
- The more shares there are the less profit per share. ✓✓
- A company must submit a full report to all stakeholders each financial year. ✓✓
- The limited liability aspect of the company generates more paperwork in the registration process. ✓✓
- When directors change there could be a lack of continuity in management. ✓✓
- Any other answer related to challenges of establishing a company over other forms of ownership.

Max (8)

Activity 6.4

Learner's Book page 81

1.1 Difference between Personal liability and Public company

PERSONAL LIABILITY	PUBLIC COMPANY
The board comprise of at least one director. ✓✓	Requires three or more directors and three or more shareholders. ✓✓
The company name ends with the suffix 'Incorporated' or 'Inc.' ✓✓	The company name ends with letters Ltd. ✓✓
The directors are jointly and severally liable with the company for all company debts and liabilities incurred. ✓✓	Shareholders have limited liability. ✓✓
Annual financial statements need not be either audited or independently reviewed unless prescribed by regulation. ✓✓	Auditing of financial statements is compulsory. ✓✓
Any other relevant answer related to Personal Liability Company	Any other relevant answer related to Public Company
Submax (4)	Submax (4)

Max (8)

- NOTE: 1. The differences do not have to link, but the differences must be clear.**
2. If the difference is not clear mark either partnership or Close Corporation and award a maximum of SIX (6) marks

1.2.1 Introduction

- Entrepreneurs must comply with certain legal requirements when naming their companies. ✓
- There are many advantages of establishing a company than starting another type of business. ✓
- Many entrepreneurs still face challenges when they start their own companies. ✓
- Many entrepreneurs still face challenges when they start their own companies. ✓
- Any other relevant answer.

(2 × 1) (2)

1.2.2 Legal requirements for the name of the company

- If a name is reserved at the CIPC, it cannot be used by another company. ✓✓
- Names can be reserved by a business for six months. ✓✓
- The name of a company is subject to approval by CIPC. ✓✓
- The name of a company must be original and may not be misleading. ✓✓
- A company's name must appear on all company documents. ✓✓
- The name of a company must show the type of company, that is: – the name of the non-profit company must end with NPC. – the name of a personal liability company must end with Incorporated or Inc. – the name of a private company must end with Proprietary Limited or Pty Ltd. – the name of a public company must end with Limited or Ltd. – the name of a state-owned company must end with SOC Ltd. ✓✓
- The name of the company must not be offensive, promote violence or hatred and cause any harm. ✓✓
- The name must not be shorted and translated. A company is not allowed to use a misleading name ✓✓
- Any other relevant answer related to the legal requirements for the name of a company.

Max (8)

1.2.3 Impact of a public company.

Advantages (positives) of a public company

- The business has its own legal identity ✓ and can own assets and property. ✓
- No limitation on the number of shareholders ✓, so growth and expansion are not limited. ✓
- Competent and knowledgeable directors ✓ may be appointed by shareholders. ✓
- Easy to raise large amounts of capital ✓ for growth through the issuing of shares to the public.
- Shareholders have limited liability for the debt of the company. ✓ Shareholders may only lose the amount which they invested. ✓
- Attracts small investors as shares can be transferred freely and easily. ✓ Shareholders can sell or transfer their shares freely. ✓
- The public has access to the information as financial reports must be published annually. ✓ This could motivate the public to buy shares from a company. ✓
- Strict regulatory requirements ✓ protect shareholders. ✓
- Additional capital can be raised ✓ by issuing debentures to the public. ✓
- The company keeps its shareholders regularly informed ✓ about its performance, share values and future. ✓
- Any other relevant answer related to the advantages of a public company.

AND/OR

Disadvantages (negatives) of a public company

- Tax is paid on the taxable income of the company, and companies pay secondary tax on dividends distributed to shareholders. ✓
- It is a complicated process ✓ to incorporate a public company. ✓
- Must appoint an auditor, ✓ audit committee, and a company secretary. ✓
- Large amount of funds ✓ are spent on financial audits. ✓
- Stocks ✓ have to be traded publicly. ✓
- A full report ✓ must be submitted to the major shareholders each year. ✓
- Difficult and expensive ✓ to establish as the company is subjected to many legal requirements ✓
- The more shareholders, ✓ the less profit acquired. ✓
- Shareholders may be allowed little or no input ✓ into the affairs of the company. ✓
- Due to legislation, ✓ decisions take longer and there may be disagreements. ✓
- Financial affairs must be known publicly, ✓ this information could be used to competitors' advantage. ✓
- Any other relevant answer related to the disadvantages of a public company.

Max (12)

1.2.4 Benefits of establishing a company versus other forms of ownership.

Ownership and management ✓✓

- Shareholders are able to buy and sell shares freely in a public company.
- The company is managed by qualified and competent board of directors
- A company is less likely to use consultants as it has a larger pool of skills and expertise.
- Directors are more likely to take risks and allow growth opportunities for the businesses.
- Any other relevant answer related to ownership and management.

Heading	2
Explanation	2
Submax	4

Capital and cash flow ✓✓

- A company may have more investors to fund the setting up of the business. ✓
- Companies have a better cash flow than sole traders. ✓
- Any other relevant answer related to capital and cash flow.

Heading	2
Explanation	2
Submax	4

Life span and continuity ✓✓

- A company has continuity of existence. ✓
- Company shares can be transferred, bought, or sold. ✓
- Any other relevant answer related to life span and continuity.

Heading	2
Explanation	2
Submax	4

Taxation ✓✓

- Companies have tax benefits that other enterprises do not have. ✓
- They may obtain tax rebates if they engage in social responsibility projects. ✓
- Any other relevant answer related to taxation.

Heading	2
Explanation	2
Submax	4

NOTE: Mark the first FOUR only.

Max (16)

1.2.5 Challenges of establishing a company versus other forms of ownership.

- The owners of the company have more liability. Directors might not have a personal stake in the company. ✓✓
- If directors change, there might be a difference in the continuity of management. ✓✓
- Directors may not have a personal interest in the business, and this could prevent the business from receiving help from maximum growth and profits. ✓✓
- There may be a conflict between the owners of the company and the management in control. ✓✓
- Politics can get in the way and directors are appointed for the wrong reasons. ✓✓
- A company may cease to exist if it is deregistered by the Registrar of Companies. ✓✓
- Directors who do not have a personal interest in the business might not attract investors.
- The limited liability aspect of the company generates more paperwork in the registration process. ✓✓
- When directors change there could be a lack of continuity in management. ✓✓
- Companies have more taxation requirements. ✓✓
- The more shares there are the less profit per share. ✓✓
- A company must submit a detailed report to all stakeholders at the end of each financial year. ✓✓
- A large amount of money is spent on financial audits and accounting fees because of government regulations. ✓✓
- Companies must disclose all financial information. This could provide their competitors with an unfair advantage. ✓✓
- State-owned companies often deliver non-profitable services that lead to the government losing money through the business. ✓✓
- Any other relevant answer related to establishing a company versus other forms of ownership. ✓

Max (10)

1.2.6 Conclusion

- Investors will consider the advantages as well as the disadvantages of public companies carefully to determine the risk of investing in it. ✓✓
- Entrepreneurs must consider all the challenges of the different forms of ownership carefully to decide which form will suit their needs best. ✓✓
- Any other relevant answer related to the conclusion for forms of ownership.

Any (1 × 2) (2)
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
The legal requirements for the name of the company	8	
The impact of a public company	12	
Benefits of establishing a company versus other forms of ownership.	16	
The challenges of establishing a company versus other forms of ownership.	10	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if some requirements are met.
Allocate 0 marks where requirements are not met at all.



Activity 6.5

Learner's Book page 83

- 1.1
- The MOI is a founding document of a company ✓ which contains its constitution. ✓
 - MOI serves as the constitution ✓ of the company. ✓
 - MOI includes information ✓ about a company's name, registered office, and records. ✓
 - MOI describes the relationship ✓ between the business and its stakeholders. ✓
 - MOI describes and specifies the appointment, remuneration, rights, ✓ responsibilities, and duties of the shareholders and directors. ✓
 - MOI provides details about incorporation, ✓ the number of directors, and the share capital. ✓
 - Any other relevant answer related to the definition of MOI.

Max (2)

1.2 Aspects to include in the prospectus

- Name of the company. ✓
- Company overview, including the vision, mission, and goals of a business. ✓
- Product or service portfolio. ✓
- Market analysis and strategy. ✓
- Management team. ✓
- The risks and potential of the business. ✓
- Available financial and share information. ✓
- Company's assets and liabilities. ✓
- Financial position. ✓
- Profits and losses. ✓
- Cash flow. ✓

- Prospects for growth. ✓
- Pre-incorporation contracts that have been signed. ✓
- Date of registration of the prospectus. ✓
- The minimum subscription. ✓
- Purpose of the offer. ✓
- Share capital. ✓
- Shares issued. ✓
- Property owned. ✓
- Preliminary expenses. ✓
- Any other relevant answer related to the name of a company.

Max (6)

1.3 Aspects that must be included in the Memorandum of Incorporation

- Name of the company. ✓✓
- Nature of the company. ✓✓
- Main objectives of the company. ✓✓
- Securities of the company. ✓✓
- Directors and officers. ✓✓
- The extent of and restriction placed on directors' powers of authority. ✓✓
- How the company will operate in terms of acquiring or disposing of assets and other procedural and administrative issues. ✓✓
- Shareholders and meetings and procedures. ✓✓
- Number of shares each incorporator will purchase. ✓✓
- Amount of share capital registered. ✓✓
- Rules and regulations of the company. ✓✓
- Name of the auditor. ✓✓
- Any other relevant answer related to aspects that must be included in the Memorandum of Incorporation.

Max (6)

Consolidation

Learner's Book page 85

QUESTION 1

1.1 Choose the correct answer

- 1.1.1 C ✓✓
- 1.1.2 B ✓✓
- 1.1.3 A ✓✓

(3 × 2) (6)

QUESTION 2

2.1 Aspects that should be included in the prospectus

- Name of the company ✓
- Company overview, including the vision, mission, and goals of a business ✓
- Product or service portfolio ✓
- Market analysis and strategy ✓
- Management team ✓
- The risk and potential of the business ✓
- Available financial and share information ✓
- Company's assets and liabilities ✓
- Financial position ✓
- Profits and losses ✓
- Cash flow ✓
- Prospects for growth ✓
- Pre-incorporation contracts that have been signed ✓
- Date of registration of the prospectus ✓

- The minimum subscription ✓
- Purpose of the offer ✓
- Share capital ✓
- Shares issued ✓
- Property owned ✓
- Preliminary expenses ✓
- Any other relevant answer related to the aspects that should be included in the prospectus.

NOTE: Mark the first THREE only.

(3 × 1) (3)

2.2 Characteristics of a close corporation

- Appropriate for small and medium businesses. ✓✓
- CCs are legal entities, meaning it has legal rights and responsibilities. ✓✓
- Can have a minimum of one and maximum of ten members who share a common goal. ✓✓
- The word ‘close’ means that all members are involved and take part in its management. ✓✓
- Each member contributes some assets/services towards the corporation. ✓✓
- The name ends with the suffix CC. ✓✓
- Members have unlimited liability except where the CC has had more than ten members for six months or longer. ✓✓
- A CC has its own legal personality and therefore has unlimited continuity. ✓✓
- Auditing of books is optional as members only need an accounting officer to check financial records. ✓✓
- Transfer of a member’s interest must be approved by all other members. ✓✓
- Profits are shared in proportion to the member’s interest in the CC. ✓✓
- Any other relevant answer relating to the characteristics of a close corporation.

Max (6)

2.3.1 Legal requirements of the name of the company from the scenario

- BWL made sure to include (Pty) Ltd at the end of their name. ✓
- They chose a name that is original and not misleading. ✓
- The company’s name appears on all company documents. ✓

NOTE: Mark the first THREE (3) only.

Max (3)

2.3.2 Other legal requirements of the name of companies.

- The name of a company is subject to approval ✓ by CIPC. ✓
- The company cannot use a name that is already in use ✓ by another company. ✓
- The name of a company also shows the type of company:
 - The name of a non-profit company ✓ must end with NPC. ✓
 - The name of a private company must end ✓ with Proprietary Limited or Pty Ltd. ✓
 - The name of a public company ✓ must end with Limited or Ltd. ✓
 - The name of a state-owned company ✓ must end with SOC Ltd. ✓
- Any other relevant answer relating to the legal requirements of the name of a company.

NOTE: Do not mark responses quoted in Question 2.3.1.

Max (6)

QUESTION 3

3.1 Introduction

- A form of ownership refers to the way a business is structured, how it is managed, how it raises its capital and how it deals with profits and losses. ✓
- The businessperson must examine all forms of ownership considering their own needs and situation. ✓
- Any other relevant introduction relating to forms of ownership, partnerships, and private companies.

Any (2 × 1) (2)

3.2 Disadvantages of a partnership

- Partners do not always agree and that can slow down decision making. ✓✓
- A bad decision by one partner can lead to losses for the partnership. ✓✓
- Partnerships must dissolve if one partner dies or retires. ✓✓
- Partners have unlimited liability for the debt of the partnership. ✓✓
- A partnership has unlimited liability, so all the partners are liable for the debts if the business becomes insolvent. ✓✓
- Each business partner is legally responsible for the joint liability of the partnership. ✓✓

- Different personalities and options of partners can lead to conflict and disagreements. ✓✓
- Disagreements can occur because of shared decisions. ✓✓
- Partners are jointly and individually liable for the actions of the partners. ✓✓
- Profits must be shared with others. ✓✓
- The partnership may have a limited life end upon the withdrawal or death of a partner. ✓✓
- Loss in profits and stability of the business can occur if a partner resigns or loses interest or pass away in the business or is declared bankrupt. ✓✓
- There can be a lack of capital and cash flow. ✓✓
- Partners might not all contribute equally. ✓✓
- Any other relevant answer related to partnership. ✓✓

Max (10)

3.3 Differences between private and public company

PRIVATE COMPANY	PUBLIC COMPANY
May not offer shares ✓ to the public. ✓	Trades its shares publicly ✓ on the Johannesburg Securities Exchange. ✓
Shares ✓ are not freely transferable ✓	Shares are freely ✓ transferable. ✓
Minimum ✓ of one director. ✓	Minimum ✓ of three directors. ✓
Name must end ✓ with Proprietary Limited/(Pty) Ltd. ✓	Name must end ✓ with Limited/Ltd. ✓
Annual financial statements ✓ need not be audited and published. ✓	Annual financial statements ✓ need to be audited and published. ✓
Does not need to publish ✓ a prospectus as it cannot trade its shares publicly. ✓	Must register and publish a prospectus ✓ with the Companies and Intellectual Property Commission/CIPC. ✓
The company is not required to raise ✓ the minimum subscription/issue minimum shares. ✓	Must raise a minimum subscription ✓ prior to commencement of the company. ✓
Any other relevant answer related to private company	Any other relevant answer related to a public company
Submax (6)	Submax (6)

- NOTE: 1. The differences do not have to link, but the differences must be clear.**
2. If the differences are not clear, mark either private of public company. Award a maximum of SIX marks

Max (12)

3.4 Challenges of establishing a company versus other forms of ownership

- The owners of the company have more liability. ✓ Directors may not have a personal stake in the company. ✓
- If directors change, ✓ there may be a difference in continuity of management. ✓
- Directors may not have a personal interest ✓ in the business, and this could prevent the business from receiving help from maximum growth and profits. ✓
- There may be conflict between the owners ✓ of the company and management in control. ✓
- Politics can get in the way ✓ and directors are appointed for the wrong reasons. ✓
- A company may cease to exist if it is deregistered ✓ by the Registrar of Companies. ✓
- Directors who do not have a personal interest ✓ in the business may not attract investors. ✓
- The limited liability aspect ✓ of the company generates more paperwork in the registration process. ✓
- When directors change ✓ there could be a lack of continuity in management. ✓
- Companies have ✓ more taxation requirements. ✓
- The more shares ✓ there are the less profit per share. ✓
- Each financial year ✓ a company must submit a detailed report to all stakeholders. ✓
- A large amount of money is spent on financial audits ✓ and accounting fees because of government regulations. ✓
- Companies must disclose all financial information ✓ which could provide their competitors with an unfair advantage. ✓
- State owned companies often deliver non-profitable ✓ services that lead to government losing money through the business. ✓
- Any other relevant answer related to establishing a company versus other forms of ownership.

Max (12)

3.5 Advantages of a personal liability company

- Personal liability companies are subject to fewer disclosure and transparency requirements. ✓✓
- The board of a personal liability company must include at least one director, or any other minimum number as stipulated in its MOI. ✓✓
- The life span of a personal liability company is perpetual. ✓✓
- Directors of a personal liability company are not compelled to attend the Annual General Meeting (AGM). ✓✓
- Audited financial statements are optional; otherwise, the financial statements need to be independently reviewed unless exempted by regulation. ✓✓
- A personal liability company does not have to lodge its annual financial statements with the Commission. ✓✓
- Personal liability companies are subject to fewer disclosure and transparency requirements. ✓✓
- Shareholders of a personal liability company have a right of pre-emption in respect of the issue of new securities unless the MOI provides otherwise. ✓✓
- The Act imposes personal liability on directors who are knowingly part of reckless or fraudulent business. ✓✓
- Any other relevant answer related to the advantages of personal liability company.

Max (8)

3.6 Conclusion

- The success or failure of a business operation can be influenced by their chosen form of ownership. ✓✓
- Entrepreneurs must comply with certain legal requirements when naming their companies. There are many advantages of establishing a company than starting another type of a business. ✓✓
- Any other relevant answer related to a conclusion for forms of ownership.

Any (1 × 2) (2)

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Disadvantages of a partnership	10	
Differences between a private and public company	12	
Challenges of establishing a company versus other forms of ownership	12	
Advantages of personal liability company	8	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

[40]

TOPIC 7 Avenues of acquiring a business

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> • Locate the meanings of concepts relating to franchising, outsourcing, leasing advantages and disadvantages and contractual implications, through magazine articles or short video clip. • Follow up with class discussion • Focus discussion with worksheet and list of questions. • Emphasize the difference between the concepts. Use tables to illustrate the difference between concepts. • Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it 	<ul style="list-style-type: none"> • Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, • Avenues of acquiring businesses, franchising, outsourcing, leasing • Advantages and disadvantages • Contractual implications. • Ensure that learners are aware of all the content that must be covered. • Use new terms in every lesson, elaborate on the meaning and context of each, • and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. • Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. • Indicate the key words used in the topic. • Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. • Use the latest marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly • Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> • Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. • Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. • Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. • The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. 	<ul style="list-style-type: none"> • Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. • Use relevant questions from National and Provincial examination papers.

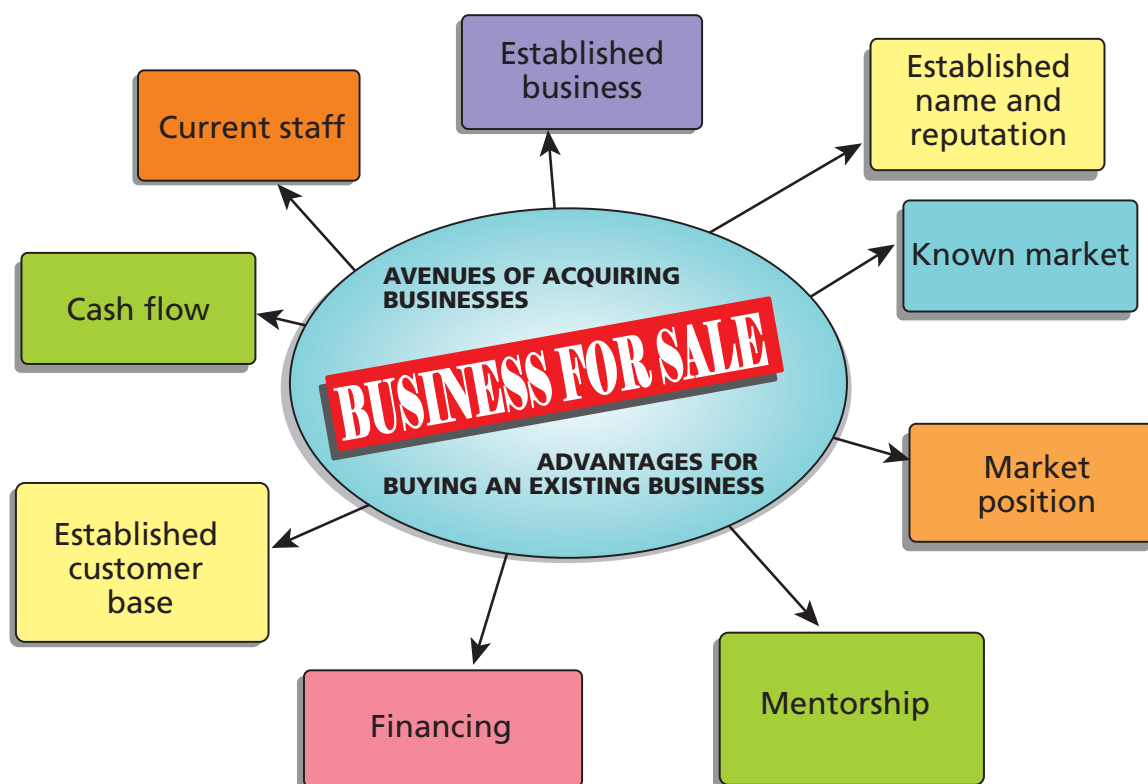
Memoranda to activities

Activity 7.1

Learner's Book page 89

Enrichment activity

- 1.1 Research activity for enrichment purposes
 - 1.1.1 Answers will vary according to individual research findings.
 - 1.1.2 Look for reasonable and acceptable reasons for why businesses fail.
- 1.2 Reasons for buying an existing business



Activity 7.2

Learner's Book page 91

- 1.1
 - The franchisor will sign a franchise agreement that will stipulate the policies that govern the product and services. ✓
 - The agreement will also stipulate the royalties payable and the dates of payment. ✓
 - The franchise agreement will also list the operation specifications like marketing strategy and pricing. ✓

NOTE: Mark the first THREE (3) only

(3)
- 1.2 Other contractual implications of franchising.
 - The franchisor and franchisee ✓ will enter into a formal agreement. ✓
 - The franchise agreement will also specify the following payments: ✓
 - Initial fee, monthly management fee, fees for machinery and equipment, fees for advertising ✓
 - There are operational specifications ✓ that must be included in the contract for example marketing strategy and pricing. ✓
 - Any other relevant answer related to the contractual implications of a franchise.

Note: Mark the first TWO (2) only.

Max (4)
- 1.3 Meaning of franchising
 - Franchising is a licence to use the name, idea, and processes ✓ of an existing business in a specific geographic area. ✓
 - A franchise is an agreement ✓ between a franchisor and a franchisee. ✓
 - According to a franchise agreement, the franchisee obtains the right from the franchisor ✓ to use the name and trademark of the franchisor and to sell the franchisor's products. ✓

- A franchise serves as a marketing ✓ and distribution system for franchisors. ✓
- Many restaurant chains in South ✓ Africa, such as Debonairs, KFC, Wimpy, Steers and McDonald's, are run as franchises. ✓
- Any other relevant answer related to franchising.

Max (4)

1.4 Impact of franchising as a business avenue

Advantages of franchising

- Forms of financing that are not available to the public are often available to franchisees. ✓✓
- Purchasing a franchise could be cheaper than starting your own business. ✓✓
- A business is based on a proven idea and the product and service are tried and tested. ✓✓
- Reduced long-term financial risk. ✓✓
- Management advice is often provided so it is not necessary to be a business expert. Franchises often offer entrepreneurial help. ✓✓
- Established suppliers give bulk discounts as they form part of a larger group. ✓✓
- Businesses can use a recognised brand name and registered trademark. ✓✓
- The systems, operations and services are well established. ✓✓
- Franchise agreements dictate how you run the business, so there may be little room for creativity. ✓✓
- There are usually restrictions on where you operate, the products you sell and the suppliers you use. ✓✓
- Franchises often have an established reputation and image, proven management and work practices, access to national advertising and ongoing support. ✓✓
- Franchises offer the independence of small business ownership supported by the benefits of a big business network.
- You do not necessarily need business experience to run a franchise. Franchisors usually provide the training you need to operate their business model.
- Franchises have a higher rate of success than start-up businesses. ✓✓
- The marketing and advertising costs can be shared so they are lower than for a non-franchised business. ✓✓
- Some franchises have an established reputation and image, experienced management and good work practices, access to national advertising and ongoing support. ✓✓
- There is often access to group support from other franchisees and a network of communication and legal advice.
- An operational franchise is an established business so there is less financial risk.
- Franchisees and their staff receive training and support from the franchisor. ✓✓
- Banks will more likely grant financial assistance to an established business. ✓✓
- The product is already well known in the market, which guarantees sales and good return.
- Franchisees benefit from lower costs due to centralised buying by the franchisor. ✓✓
- Any other relevant answer related to the advantages of franchising as the last bullet.

AND/OR

Disadvantages of franchising

- Acquiring a franchise can be an expensive initial layout. ✓✓
- It is sometimes difficult to sell a franchise and or to terminate the contract. ✓✓
- The high initial franchise cost can make it difficult to buy into the franchise agreement. ✓✓
- There are often restrictions in the agreement in terms of how you can run the business. ✓✓
- Some creative entrepreneurs feel limited as to how much they can grow and expand their ideas. ✓✓
- The brand could get a bad reputation through other franchisees. ✓✓
- A large portion of profit is paid in royalties and often the franchisors do not deliver on their promises. ✓✓
- It is often difficult to sell a franchise or end a contract. ✓✓
- Franchisees have to pay royalties or a share of the profit to franchisors. ✓✓
- The start-up cost could be quite high. ✓✓
- Too many outlets may flood a specific area. ✓✓
- Running a franchise restricts creativity because all outlets need to carry the same branding. ✓✓
- One poor-performing outlet may risk the reputation of the entire franchise. ✓✓
- Any other relevant answer related to the impact of franchising.

Max (8)

Activity 7.3 Learner's Book page 93

1.1 Meaning of outsourcing

- Outsourcing is the business practice of hiring a party outside a company ✓ to perform services that were traditionally performed in-house by the company's staff ✓.
- Businesses who wish to scale down and focus on the core aspects of the business, ✓ outsource the less critical operations to outside organisations. ✓
- Any other relevant answer related to the meaning of outsourcing.

Max (4)

1.2 Impact of outsourcing for a business

Advantages of outsourcing

- Will provide continuity ✓ during periods of high staff turnover. ✓
- Allows businesses to focus ✓ on important business activities. ✓
- Operations, where costs are running out of control, ✓ can benefit from outsourcing. ✓
- Staffing flexibility is possible ✓ because the business can make use of seasonal cyclical demands, for example, when there are only certain times when extra labour is needed. ✓
- On-site outsourcing will bring people with a certain skill set into the company, ✓ and existing employees can collaborate with them to gain new skills. ✓
- A company can reduce costs ✓ as outsourcing can lead to a decrease in staff, remuneration, control and operating costs. ✓
- The business can focus on its vision, goals ✓ and to apply its staff more effectively in its core business. ✓
- Improved access to skilled people ✓ as the outsourced work will be done by highly skilled people, without the company having to employ them. ✓
- A business has access to resources and equipment ✓ for a specific function. ✓
- Fixed cost and overhead costs ✓ are lower for the business. ✓
- Any other relevant answer related to the advantages of outsourcing.

AND/OR

Disadvantages of outsourcing

- The loss of management control over the task ✓ may affect the staff and can lead to frustration. ✓
- There may be a lack of personal care and quality ✓ as the business is not personally involved in the execution of the function. ✓
- There are often hidden costs ✓ in outsourcing. ✓
- The business relies on the outsourced company to produce the goods and services and non-delivery by a supplier can lead to the loss of unsatisfied staff or customers, ✓ financial loss and frustration. ✓
- Confidential issues could be at risk ✓ if the information is given to another company who performs the function that is outsourced. ✓
- Control of the outsourced products ✓ can be more complex. ✓
- The outsourcing company will dictate the terms of the contract, ✓ which could put you at a disadvantage, if you are in desperate need when negotiations start. ✓
- It could be risky to share information ✓ about payroll, medical records, or any other confidential information with the outsourcing company. ✓
- An outsourcing company could go bankrupt, ✓ and this can seriously affect the business. ✓
- If only part of the business operations are outsourced, ✓ current staff might feel threatened and staff morale may suffer. ✓
- Any other relevant answer related to the disadvantages of outsourcing.

Max (8)

Consolidation

Learner's Book page 95

QUESTION 1**1.1** Short answer question**1.1.1** Leasing ✓✓

Businesses contract with MP and pay them every month for the use of a property for a specified period. ✓ (3)

1.1.2 Advantages of leasing

- There is no large financial outlay ✓ as the cost is spread over a number of months or years. ✓
- The lessor normally covers the maintenance ✓ or replaces any damaged parts or equipment. ✓
- The assets can be returned to the lessor ✓ when it is no longer needed. ✓
- There are tax advantages ✓ as rental payments are calculated as operating costs and therefore tax-deductible. It makes budgeting, planning and administration practices easier ✓ and provides better control over cash flow. ✓
- It is easy to lease a better or newer version of the product ✓ without the capital outlay. ✓
- Leasing costs ✓ are tax-deductible. ✓
- It is easier to find finance for a lease agreement ✓ than for the purchasing of an expensive asset. ✓
- The asset is used only until it is no longer needed ✓ or until the end of the lease term. ✓
- The lessor is usually an expert ✓ in the field. ✓
- Maintenance is conducted regularly ✓ and should be written into the contract. ✓
- Technicians are always on standby ✓ to offer advice and training. ✓
- The reputation of the company that leases the asset is at stake, ✓ so it will make sure that the lessee receives the best after-sales service. ✓
- Any other relevant answer related to the advantages of leasing. (6)

1.2 Disadvantages of outsourcing as a business avenue

- The lessee does not automatically ✓ become the owner of the asset. ✓
- No added tax advantages can be derived ✓ from leasing expenses. ✓
- Lease payments are treated as expenses ✓ and not as payments towards an asset. ✓
- When paying lease payments towards a property, ✓ the business cannot benefit from any appreciation in the value of the property. ✓
- Lease expenses reduce ✓ the net income of a business. ✓
- It might be difficult for a business to raise or access further loans ✓ because leasing is treated as debt. ✓
- A lease agreement is a complex process ✓ and requires thorough documentation and proper examination of an asset being leased. ✓
- The lessee normally remains responsible for the maintenance ✓ and proper operation of the asset being leased. ✓
- The lessee is bound ✓ by a contract. ✓
- Any other answer related to the disadvantages of outsourcing as a business avenue.

Max (6)

QUESTION 2**2.1** Introduction

- Entrepreneurs can consider franchising and leasing when starting a business. ✓
- Prospective business owners should be aware of the contractual implications of each business avenue. ✓
- Any other relevant answer related to the avenues of acquiring a business.

(1 × 2) (2)

2.2 Advantages of franchising

- An operational franchise is an established business so there is less financial risk. ✓✓
- Franchisees and their staff receive training and support from the franchisor. ✓✓
- Banks will more likely grant financial assistance to an established business. ✓✓
- The product is already well known in the market. ✓✓
- Franchisees benefit from lower costs due to centralised buying by the franchisor. ✓✓
- Purchasing a franchise could be cheaper than starting your own business.
- A business is based on a proven idea and the product and service are tried and tested.
- Reduced long-term financial risk.

- Management advice is often provided so it is not necessary to be a business expert. Franchises often offer entrepreneurial help.
- Established suppliers give bulk discounts as they form part of a larger group.
- Businesses are able to use a recognised brand name and registered trademark.
- The systems, operations and services are well established.
- Franchise agreements dictate how you run the business, so there may be little room for creativity.
- There are usually restrictions on where you operate, the products you sell and the suppliers you use.
- Franchises often have an established reputation and image, proven management and work practices, access to national advertising and ongoing support.
- Franchises offer the independence of small business ownership supported by the benefits of a big business network.
- You do not necessarily need business experience to run a franchise. Franchisors usually provide the training you need to operate their business model.
- Franchises have a higher rate of success than start-up businesses.
- The marketing and advertising costs can be shared so they are lower than for a non-franchised business.
- Some franchises have an established reputation and image, experienced management and good work practices, access to national advertising and ongoing support
- Any other relevant answer related to the advantages of franchising.

Max (10)

2.3 Reasons for buying an existing business

Established business ✓✓

- An established business should not take up too much time ✓ to set up as all requirements needed to run the business are already in place. ✓
- Any other relevant answer related to an established business.

Heading	2
Explanation	2
Submax	4

Established customer base ✓✓

- An established business ✓ should have an existing customer base. ✓
- Any other relevant answer related to an established customer base.

Heading	2
Explanation	2
Submax	4

Established name and reputation ✓✓

- When an entrepreneur buys an existing business, it may come with goodwill ✓ from an established good reputation on the market. ✓
- Any other relevant answer related to an established name and reputation.

Heading	2
Explanation	2
Submax	4

Known market ✓✓

- The market research has already been done for an existing business, ✓ so the new owner can use that information to inform any future plans. ✓
- Any other relevant answer related to a known market.

Heading	2
Explanation	2
Submax	4

Mentorship ✓✓

- Starting a business can be overwhelming. ✓ If you purchase an existing business the owner may often be willing to stay on for an agreed amount of time to mentor and guide the incoming owner. ✓
- Any other relevant answer related to mentorship.

Heading	2
Explanation	2
Submax	4

Cash flow ✓✓

- An existing business already has customers ✓ and continued cash flow. ✓
- Any other relevant answer related to cash flow.

Heading	2
Explanation	2
Submax	4

Financing ✓✓

- Many existing companies have three or more years of profitable financials that make it easier to secure financing either from a traditional bank, government organisation, or venture capitalist. ✓
- Any other relevant answer related to financing.

Heading	2
Explanation	2
Submax	4

Current staff ✓✓

- Having trained staff in place can ensure a smooth transfer ✓ and contribute to the success of the business. ✓

Market position ✓

- When an entrepreneur buys an existing business, ✓ it can increase its market position. ✓
- Any other relevant answer related to the reasons for purchasing an existing business.

Heading	2
Explanation	2
Submax	4

Mark the first FOUR (4).

Max (12)

2.4 Disadvantages of leasing

- At the end of the leasing period, ✓ the lessee does not automatically become the owner of the asset. ✓
- There is no added tax advantage ✓ that can be derived from leasing expenses. ✓
- Lease payments are treated as expenses ✓ and not as payments towards an asset. ✓
- When paying lease payments towards a property, ✓ the business cannot benefit from any appreciation in the value of the property. ✓
- Lease expenses reduce ✓ the net income of a business. ✓
- It might be difficult for a business to raise or access further loans ✓ because leasing is treated as debt. ✓
- A lease agreement is a complex process ✓ and requires thorough documentation and proper examination of an asset being leased. ✓
- The lessee normally remains responsible ✓ for the maintenance and proper operation of the asset being leased. ✓
- The lessee is bound ✓ by a contract. ✓
- Any other relevant answer related to the disadvantages of leasing.

Max (16)

2.5 Contractual implications of leasing

- The lessee has the right to occupy the asset for example a property. The right to use the asset for example a delivery van ✓✓
- To keep the asset in good order. To pay the fees or rent on time ✓✓
- Not to make alterations or changes without the consent of the lessor. ✓✓
- The lessor has the responsibility to maintain the premises in good condition. ✓✓
- Where an asset needs to be insured the lease agreement will stipulate it. ✓✓
- Any other answer related to the contractual implications of leasing.

Max (8)

2.6 Conclusion

- A franchise can be a profitable investment for an entrepreneur. ✓✓
- Existing businesses can offer a lot of advantages for an entrepreneur. ✓✓
- It can sometimes be valuable to lease an asset rather than buying the asset. ✓✓
- Any other relevant answer related to the conclusion of avenues of acquiring a business.

Any (1 × 2) (2)

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Advantages of franchising	10	
FOUR reasons for purchasing an existing business	12	
Disadvantages of leasing	16	
Advise businesses on the contractual implications of leasing	8	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

QUESTION 2 ENRICHMENT ACTIVITY

- 3.1 Answers will vary according to individual research findings.
- 3.2 Look for reasonable and acceptable reasoning on the viability and benefits of franchising, outsourcing, and leasing.

TOPIC 8 Creative thinking and problem solving

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> • Locate the meanings of concepts relating to creative thinking and problem solving • through magazine articles or short video clip. • Follow up with class discussion • Focus discussion with worksheet and list of questions. • Emphasize the difference between the concepts. Use tables to illustrate the difference between concepts. • Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it 	<ul style="list-style-type: none"> • Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, creative thinking and problem solving. • Ensure that learners are aware of all the content that must be covered. • Use new terms in every lesson, elaborate on the meaning and context of each, • and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. • Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. • Indicate the key words used in the topic. • Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. • Use the notes to markers, of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly • Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> • Teachers are advised to identify key words that could assist learners to elaborate on the advantages of creative thinking in the workplace. Creative thinking benefits both the business and employees. • It should be stressed that creative thinking must focus on the positive impact of innovative ideas on businesses. • Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. • Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. • Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. • The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. 	<ul style="list-style-type: none"> • Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. • Refer to national and provincial examination papers.

Memoranda to activities

Activity 8.1 Learner's Book page 105

1.1 Meaning of creative thinking

- Creative thinking is the ability to think of original, diverse or new ideas ✓ that can be applied to different situations or problems within the business. ✓
- This involves using state-of-the-art ideas ✓ and being practical and imaginative. ✓
- Any other relevant answer related to the meaning of creative thinking.

Max (2)

1.2 Differences between creative thinking and routine thinking

CREATIVE THINKING	ROUTINE THINKING
This is a RIGHT brain function whereby new ideas are generated. ✓✓	Is a Left-brain function where the focus is on logical thought and a methodical way of doing things. ✓✓
The focus is on being creative, using ones' imagination, insight, art and music awareness to find solutions to unique challenges. ✓✓	It is where consistent, normal thinking is applied to a specific situation. ✓✓
This process is used to come up with new ideas to solve problems in a way that is unusual and different to the way in which things had been done before. ✓✓	Doing things in the same way will lead to the same results because past decisions are used as guidance to solve current problems. ✓✓
This results in exploring innovative and changed ways to do things to obtain better results. ✓✓	No new ideas or thought patterns will be generated. ✓✓
Any other relevant answer relating to creative thinking.	Any other relevant answer related to routine thinking.
Submax (2)	Submax (2)

Max (4)

2.1.1 Advantages of creative thinking in the workplace from scenario

- LD ensures that there is a high morale among their employees. ✓
- They also encourage their staff to solve complex problems. ✓

Max (2)

2.1.2 Advantages of creative thinking in the workplace

- Creative thinking will lead to ✓ improvement and new ideas being created. ✓
- Unique strategies introduced in the business ✓ may result in a competitive advantage over other businesses. ✓
- It will lead to solving ✓ of difficult and intricate problems. ✓
- As management and employees will introduce and create ✓ many ideas saving time and money for the business, ✓ productivity will increase. ✓
- Managers and employees will demonstrate more confidence ✓ as they fulfill their potential. ✓
- As change and changes in the business is managed positively ✓ managers will be inspired to lead their teams more efficiently. ✓
- Due to a more collaborative manner of working ✓ and a change in attitude managers and employees will apply their knowledge to any tasks that they may do. ✓
- Both managers and employees ✓ will feel that they have contributed towards problem solving. ✓
- Motivation ✓ amongst staff members will be improved. ✓
- Staff will not oppose the process if they have been part of the process ✓ and have given inputs. ✓
- Staff and managers will feel that they have achieved something ✓ and maintain their positivity. ✓
- Creative thinking will ensure that managers and employees stay abreast of the latest developments ✓ with changing technology. ✓
- Employee and manager resourcefulness may be stimulated ✓ as they are challenged to work out of their comfort zones. ✓

- New inventions ✓ which will lead to the improvement of the general standard of living will be the result of increased creativity. ✓
- Any other relevant answer related to the advantages of creative thinking in the workplace.

Max (6)

2.1.3 Ways in which businesses can create an environment to stimulate creative thinking in the workplace

- Highlight the importance of creative thinking and ensure that all staff knows that management wants to hear their ideas. ✓✓
- Inspire staff to come up with new ideas. ✓✓
- Plan regular workshops so that brainstorming sessions can be held to generate new ideas. ✓✓
- In order to ensure that communication channels remain open place suggestion boxes around the workplace. ✓✓
- Training in creative thinking, problem-solving, mind mapping and lateral thinking should be provided for staff members. ✓✓
- Job exchanges within the organization and other businesses should be encouraged to improve staff's creativity. ✓✓
- Staff should be inspired to make use of different ways of working. ✓✓
- Businesses should respond to all ideas actively and eagerly and try not to let any staff member feel less important. ✓✓
- Any other relevant answer related to the ways in which businesses can create an environment to stimulate creative thinking in the workplace.

Max (8)

 Activity 8.2

Learner's Book page 108

1.1.1 Problem-solving technique used by MC

Delphi Technique ✓✓

(2)

1.1.2 Application of the Delphi Technique

- Businesses should invite a panel of experts to study the complaints from customers. ✓✓
- Experts do not have to be in the same place and will be contacted individually. ✓✓
- A questionnaire consisting of questions on how to improve the quality of products or services must be designed and distributed to the panel members and experts. ✓✓
- The panel should respond to the questionnaire individually to suggest improvements to the products and return them to businesses. ✓✓
- The responses from the experts are summarized in a feedback report. ✓✓
- The feedback report and the second set of questions or questionnaire based on the feedback report are sent to the panel members. ✓✓
- The panel members are requested to provide further input or ideas on how to improve the quality of products or services after they have studied the results and documentation. ✓✓
- A third questionnaire based on previous feedback from the second round is distributed to panel members and experts. ✓✓
- A final summary or feedback report with all the methods to improve the quality of products or services is prepared. ✓✓
- After consensus has been reached the best solution is chosen. ✓✓

Max (6)

2.1 Word Search Solution

N	S	J	I	E	N	Q	I	Z	F	G	G	P	G	V	K	L	S	R	E	N	B	C	J
Z	C	N	A	V	M	Q	C	W	O	U	P	J	R	X	O	A	Y	I	P	N	F	A	X
Q	N	E	O	D	T	K	I	D	Q	M	R	H	V	Q	A	A	W	N	S	G	H	U	O
L	R	F	P	I	P	F	H	X	H	V	T	G	T	N	Z	N	H	H	L	L	R	K	W
G	G	C	O	K	T	U	W	Y	P	L	C	C	N	B	M	M	O	X	L	O	B	D	U
K	R	D	A	R	W	U	H	S	F	V	B	H	V	H	U	R	Z	E	U	I	H	B	G
U	Z	P	Q	Y	C	R	L	Y	J	V	R	E	O	P	M	C	I	T	V	I	H	Y	M
C	W	X	A	N	K	E	F	O	Z	A	A	C	L	V	R	E	I	Y	T	E	X	L	O
I	S	B	P	C	Z	Y	F	N	S	D	B	S	B	E	V	N	W	I	D	Z	Y	V	K
E	Q	V	V	R	O	W	V	I	T	L	Q	Q	A	O	E	S	Y	V	I	Y	B	U	W
F	U	X	C	A	O	B	B	S	E	G	A	T	L	T	W	G	S	M	L	F	X	P	M
F	H	Q	N	U	Y	B	Y	W	R	L	I	N	H	K	N	G	G	S	H	Z	S	Y	I
M	O	F	I	E	G	Y	L	Y	V	V	D	I	O	M	B	H	V	F	A	D	S	T	A
P	M	F	S	N	F	V	I	E	E	K	N	A	Q	I	M	W	G	I	M	G	Q	F	N
N	A	G	D	P	H	H	G	T	M	K	L	S	N	V	T	E	V	J	X	D	W	J	K
W	K	F	U	Y	X	C	H	Q	I	S	D	W	Y	A	T	N	G	I	D	C	D	R	X
Q	V	W	H	I	G	I	E	N	N	W	O	P	X	Q	L	K	E	L	A	R	F	D	T
M	Y	X	E	R	N	Y	G	T	D	Y	T	L	M	G	O	Y	S	V	F	U	P	W	F
U	I	U	O	K	A	H	Z	F	I	D	Y	J	V	F	O	S	S	U	N	B	A	S	P
Y	V	T	I	E	Z	B	Q	E	C	H	E	I	X	I	T	C	N	I	F	O	L	X	S
Y	N	N	K	Q	D	P	T	Z	P	D	P	S	W	Z	N	N	P	G	S	M	C	C	U
Y	G	C	E	X	R	H	I	V	A	A	M	L	D	A	W	G	Y	S	L	B	D	Z	S
T	Q	Z	K	R	I	E	P	O	J	I	W	D	E	W	I	E	E	X	R	C	L	H	M
B	H	W	Y	U	A	J	R	H	D	X	F	B	J	D	M	R	Y	N	M	X	W	H	W

2.2 Creative Thinking

- Creative thinking is when people can think of new and original approaches ✓ and ideas to find solutions to challenges. ✓
- Creative thinking is being resourceful by applying artistic and clever ideas ✓ to create something original or new. ✓
- Any other relevant answer related to the explanation of creative thinking.

Problem-Solving

- Problem-solving is the process of studying a situation ✓ to find ways to bring about change. ✓
- It involves collecting facts ✓ that include problem finding and problem shaping. ✓
- Any other answer related to the explanation of problem-solving.

Conventional Solutions

- These are solutions ✓ that are believed and followed by everyone. ✓
- These solutions are what most people expect ✓, and they appear to be normal. ✓
- Any other answer related to the explanation of Conventional solutions.

Delphi Technique

- The Delphi Technique is used ✓ to solve new and complex problems. ✓
- A panel, of experts who never meet each other face-to-face ✓, comes up with creative solutions to problems without having to sit through long drawn-out group meetings. ✓
- Any other answer related to the explanation of Delphi technique.

Force Field Analysis

- Force Field Analysis is used ✓ for decision-making, especially when implementing change management. ✓
- The analysis involves identifying the advantages and disadvantages ✓ of a decision for change. ✓
- Any other answer relevant to the explanation of Force field analysis

(5 × 2) (10)

Activity 8.3 | Learner's Book page 111

1.1 Introduction

- It is important that all employees work collaboratively to create new ideas in the business.
- Problem-solving skills should be used in order to solve any challenges that businesses are confronted with.
- In order to solve complex business problems, it is advisable to use a problem-solving technique.
- Any other relevant answer related to the introduction for creative thinking and problem-solving.

Any (2 × 1) (2)

1.2 Meaning of creative thinking

- Creative thinking is the ability to think of original, diverse or new ideas✓ that can be applied to different situations or problems within the business. ✓
- This involves using state-of-the-art ideas✓ and being practical and imaginative. ✓
- This process is used to come up with new ideas to solve problems✓ in a way that is unusual and different from the way in which things had been done before. ✓
- This results in exploring innovative and changed ways✓ to do things to obtain better results. ✓
- Any other relevant answer related to creative thinking.

Max (8)

1.3 Benefits of creative thinking in the workplace

- Creative thinking will ensure that managers and employees ✓stay abreast of the latest developments with changing technology. ✓
- Employee and manager resourcefulness✓ may be stimulated as they are challenged to work out. ✓
- Creative thinking will lead to improvement ✓and new ideas being created. ✓
- Unique strategies introduced in the business✓ may result in a competitive advantage over other businesses. ✓
- It will lead to solving✓ difficult and intricate problems. ✓
- As management and employees ✓will introduce and create many ideas saving time✓ and money for the business, productivity will increase. ✓
- Managers and employees ✓will demonstrate more confidence as they fulfill their potential. ✓
- As change and changes in the business are managed positively✓ managers will be inspired to lead their teams more efficiently. ✓
- Due to a more collaborative manner of working✓ and a change in attitude managers and employees will apply their knowledge to any tasks that they may do. ✓
- Both managers and employees ✓will feel that they have contributed towards problem solving. ✓
- Motivation✓ amongst staff members will be improved. ✓
- Staff will not oppose the process✓ if they have been part of the process and have given inputs.
- Staff and managers will feel that they have achieved something ✓and maintain the positivity of their comfort zones. ✓
- New inventions ✓which will lead to the improvement of the general standard of living will be the result of increased creativity. ✓
- Any other relevant answer related to the benefits of creative thinking in the workplace.

Max (14)

1.4 Apply the Delphi Technique and Force Field Analysis to solve problems within the business

Application of the Delphi Technique

- Businesses should invite a panel of experts✓ to study the complaints from customers. ✓
- Experts do not have to be in the same place✓ and will be contacted individually. ✓
- A questionnaire consisting of questions on how to improve the quality of products✓ or services must be designed and distributed to the panel members and experts. ✓
- The panel should respond to the questionnaire individually ✓to suggest improvements to the products and return them to businesses. ✓
- The responses from the experts✓ are summarized in a feedback report. ✓
- The feedback report and the second set of questions or questionnaire✓ based on the feedback report are sent to the panel members. ✓
- The panel members are requested to provide further input or ideas✓ on how to improve the quality of products or services after they have studied the results and documentation. ✓

- A third questionnaire based on previous feedback from the second round ✓ is distributed to panel members and experts. ✓
- A final summary or feedback report ✓ with all the methods to improve the quality of products or services is prepared. ✓
- After consensus has been reached ✓ the best solution is chosen. ✓

Submax (6)

Application of Force Field Analysis

- The current situation or problem and the desired situation or problem ✓ are described. ✓
- If there is no action taken ✓ identify what is going to happen. ✓
- All the driving forces and restraining forces ✓ that will support, and resist change must be listed. ✓
- The key restraining forces and their strengths ✓ should be discussed. ✓
- The key driving forces and their strengths ✓ should be discussed. ✓
- A score is allocated ✓ to each force using a numerical scale, where 1 is weak and 5 is strong. ✓
- The positives and negatives are evaluated ✓ before deciding if the project is viable. ✓
- The restraining forces should be analysed ✓ to determine the best way of moving forward with them. ✓

Submax (6)

Max (12)

1.5 The advantages of working with others to solve problems

- There is a collection of different perspectives that can be viewed as it is difficult to be creative and innovative on your own. ✓✓
- Access to a broader base of skills, knowledge and experiences as it helps if you can sound ideas off others and get their opinion on a matter. ✓✓
- Hearing other people expressing ideas often triggers more ideas in your own mind and helps the creative process to bounce ideas off each other and to be supportive of one another. ✓✓
- Facilitates learning from one another in order to teach or explain to one another especially when working in groups. ✓✓
- The principle of synergy is encouraged to produce greater results. ✓✓
- The workload decreases as everyone shares the problem and their experiences. ✓✓
- Any other relevant answer related to advantages of working with others to solve problems.

Max (12)

1.6 Conclusion

- All employees should be encouraged to come up with creative and innovative ideas to solve business problems in the workplace. ✓✓
- Businesses must know how to apply the different problem-solving techniques to solve problems in the business. ✓✓
- Any other relevant answer related to the conclusion of creative thinking and problem-solving.

Any (1 × 2) (2)

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of creative thinking	8	
Benefits of creative thinking in the workplace	14	
Apply the Delphi Technique and Force Field Analysis	12	
Advantages of working with other to solve problems	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

Consolidation

Learner's Book page 112

QUESTION 1

1.1 Choose the correct answer

1.1.1 C ✓✓

1.1.2 B ✓✓

1.1.3 C ✓✓

1.1.4 B ✓✓

1.1.5 B ✓✓

5 × 2 (10)

QUESTION 2

2.1 Differences between conventional and non-conventional solutions

Conventional solutions

- Are solutions that are created as part of and that follows, what is right and generally believed by everyone. ✓✓
- These solutions are to be expected and appear to be normal. ✓✓
- They focus on being relevant to a situation. ✓✓
- Usually, there is only one solution to each problem or challenge. ✓✓

Submax (4)

Non-conventional solutions

- Are solutions that are not created as part of the norm and do not follow, what is generally done or believed in. ✓✓
- These solutions are creative and unique and are usually a result of creative thinking. ✓✓
- They are often interrupted or changed by better ideas. ✓✓
- Many or diverse solutions may be applied to problems or challenges. ✓✓

Submax (4)

Max (8)

2.2.1

- CB encouraged their bakers to come up with new recipes for their cakes. ✓
- They also came up with different ideas on how to bring their customers back. ✓

(2)

2.2.2 Advantages of working with others to solve problems

- There is a collection of different perspectives ✓ that can be viewed as it is difficult to be creative and innovative on your own. ✓
- Working with fellow employees is a sign of good teamwork ✓ which builds good employee morale and leads to increased productivity. ✓
- Access to a broader base of skills, knowledge and experiences ✓ as it helps if you can sound ideas off others and get their opinion on a matter. ✓
- Hearing other people expressing ideas ✓ often triggers more ideas in your own mind and helps the creative process ✓ to bounce ideas off each other and to be supportive of one another. ✓
- Facilitates learning from one another in order to teach or explain ✓ to one another especially when working in groups. ✓
- The principle of synergy ✓ is encouraged to produce greater results. ✓
- The workload decreases ✓ as everyone shares the problem and their experiences. ✓
- Any other relevant answer relating to advantages of working with others to solve problems.

Max (6)

2.3 Advantages of creative thinking in the workplace

- Creative thinking will lead to improved participation of staff members ✓, which will ensure the generation of new ideas. ✓
- The business will have competitive advantage over other businesses because of the unique strategies that are introduced. ✓
- Businesses will be able ✓ to solve complex problems. ✓
- As management and employees will introduce and create many ideas ✓ saving time and money for the business, productivity will increase. ✓
- Managers and employees will demonstrate more confidence ✓ as they perform their duties. ✓
- Managers will be inspired ✓ to lead their teams more efficiently. ✓

- Managers and employees ✓ will apply their knowledge in a collaborative manner when performing their duties. ✓
- The morale among staff members ✓ will be improved. ✓
- Leads to a more positive attitude ✓ as managers and employees feel that they have contributed towards problem solving. ✓
- Creative thinking will ensure that managers and employees ✓ stay abreast of the latest developments in technology. ✓
- Managers and employees will be more creative ✓ as they are challenged to work outside of their comfort zones. ✓
- Creativity may lead to new inventions ✓, which will improve the general standard of living. ✓
- Managers and employees ✓ will feel that they have contributed towards problem-solving.
- Any other relevant answer related to the advantages for working with others to solve problems in the workplace.

Max (6)

QUESTION 3

3.1 Introduction

- It is the responsibility of all employees to endeavor to find solutions to any challenges that may occur in the business. ✓
- This can be done by thinking creatively. ✓
- Any other relevant answer.

Any (2 × 1)(2)

3.2 Meaning of problem solving

- Is the process ✓ of studying a situation to find strategies to bring about change. ✓
- It involves collecting facts ✓ that include problem findings and problem shaping. ✓
- Creative and logical skills ✓ need to be applied to find solutions to problems. ✓
- Alternative solutions are generated ✓ and evaluated in response to problems. ✓
- Problems can be solved by an individual, group or team member. ✓
- Any other relevant answer related to problem solving.

Max (8)

3.3 Differentiate between routine and creative thinking

Creative thinking

- This is a RIGHT brain function ✓ whereby new ideas are generated. ✓
- The focus is on being creative, ✓ using ones' imagination, insight, art and music awareness to find solutions to unique challenges. ✓
- This process is used to come up with new ideas to solve problems ✓ in a way that is unusual and different to the way in which things had been done before. ✓
- This results in exploring innovative and changed ways ✓ to do things to obtain better results. ✓
- Any other relevant answer related to creative thinking.

Submax (6)

Routine thinking

- Is a left-brain function ✓ where the focus is on logical thought and a methodical way of doing things. ✓
- It is where consistent, normal thinking ✓ is applied to a specific situation. ✓
- Doing things in the same way will lead to the same results ✓ because past decisions are used as guidance to solve current problems. ✓
- No new ideas ✓ or thought patterns will be generated. ✓
- Any other answer related to routine thinking.

Submax (6)

Max (12)

3.4 Benefits of creative thinking

- Creative thinking will lead to ✓ improved and new ideas being created. ✓
- Unique strategies introduced in the business ✓ may result in a competitive advantage over other businesses. ✓
- It will lead to solving ✓ of difficult and intricate problems. ✓
- As management and employees will introduce and create ✓ many ideas saving time and money for the business, ✓ productivity will increase. ✓
- Managers and employees will demonstrate more confidence ✓ as they fulfill their potential. ✓
- As change in the business is managed positively ✓ managers will be inspired to lead their teams more efficiently. ✓

- Due to a more collaborative manner of working ✓ and a change in attitude managers and employees will apply their knowledge to any tasks that they may do. ✓
- Both managers and employees ✓ will feel that they have contributed towards problem solving. ✓
- Motivation ✓ amongst staff members will be improved. ✓
- Staff will not oppose the process if they have been part of the process ✓ and have given inputs. ✓
- Staff and managers will feel that they have achieved something ✓ and maintain their positivity. ✓
- Creative thinking will ensure that managers and employees stay abreast of the latest developments ✓ with changing technology. ✓
- Employee and manager resourcefulness may be stimulated ✓ as they are challenged to work out of their comfort zones. ✓
- New inventions ✓ which will lead to the improvement of the general standard of living will be the result of increased creativity. ✓
- Any other answer related to the benefits of creative thinking.

Max (14)

3.5 Apply the Force Field Analysis to solve a business problem

- The current situation or problem and the desired situation or problem are described. ✓✓
- If there is no action taken identify what is going to happen. ✓✓
- All the driving forces and restraining forces that will support, and resist change must be listed. ✓✓
- The key restraining forces and their strengths should be discussed. ✓✓
- The key driving forces and their strengths should be discussed. ✓✓
- A score is allocated to each force using a numerical scale, where 1 is weak and 5 is strong. ✓✓
- The positives and negatives are evaluated before deciding if the project is viable. ✓✓
- The restraining forces should be analysed to determine the best way of moving forward with them. ✓✓

Max (12)

3.6 Conclusion

- Businesses create a good image when all employees work together to solve problems. ✓✓
- Creative thinking has lots of advantages for the success of businesses. ✓✓
- Any other relevant answer related to the conclusion for creative thinking and problem solving.

Any (1 × 2) (2)

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of problem-solving	8	
Differentiate between routine and creative thinking	12	
Benefits of creating thinking	14	
Apply the Force Field Analysis to solve a business problem	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOPIC 9 Stress, crisis and change management

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> • Locate the meanings of concepts relating to stress, crisis and change management through magazine articles or short video clip. • Follow up with class discussion • Focus discussion with worksheet and list of questions. • Emphasize the difference between the concepts. Use tables to illustrate the difference between concepts. • Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it. 	<ul style="list-style-type: none"> • Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, • Concepts relating to stress, crisis and change management. • Dealing with and adapting to change – concepts of unemployment, retrenchment, globalisation and affirmative action. • Ensure that learners are aware of all the content that must be covered. • Use new terms in every lesson, elaborate on the meaning and context of each, • and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. • Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. • Indicate the key words used in the topic. • Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. • Use the notes to markers, of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly • Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> • Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. • Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. • Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. • The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. 	<ul style="list-style-type: none"> • Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. • Refer to national and provincial examination papers.

Memoranda to activities

Activity 9.1 Learner's Book page 117

1.1.1 TWO causes of stress in the business environment from scenario

CAUSES OF STRESS	MOTIVATIONS
Workload ✓✓	She works two shifts a day without resting. ✓
Tight Deadlines ✓✓	Una, an employee at Duff Bakery was tasked with baking three unique wedding cakes for an important client within three hours. ✓
Submax (4)	Submax (2)

Max (6)

1.1.2 Meaning of stress

- Stress is defined as a state of mental or emotional strain✓ or tension resulting from adverse or demanding circumstances.✓
- The strain that an individual is placed under✓ can affect their ability to retain information, or their attentiveness and their overall efficiency in the workplace. ✓
- Stress is the response of your body to anything✓ that requires more action or work from an individual than normal.✓
- An employee is generally referred to as being stressed✓ when they are not able to sufficiently balance the demands of getting work✓ done versus the amount of work that they must do.✓
- The physical and emotional response to stress for the individual ✓ may be debilitating resulting in lower productivity levels at work.✓
- The strain that individuals experience meeting the daily demands✓ of the business or general environment may cause the person to be stressed✓ and may cause high levels of absenteeism from work.✓
- Stress may also result in low self-esteem and morale✓ for employees.✓
- Any other relevant answer related to the meaning of stress.

Max (4)

1.1.3 The importance of managing stress in the workplace.

- If stress is not managed effectively,✓ it can result in absenteeism,✓ poor performance of staff, conflict, grievances and complaints, amongst other things.✓
- Stressed employees are more likely to miss work✓ because they cannot cope or due to serious health problems.✓
- Managing workplace stress✓ will minimise absenteeism✓ and maintain productivity in the workplace.✓
- Workers who suffer from stress often make poor decisions and errors of judgement✓ in times of crisis or emergencies may occur.✓
- Grievances or complaints that lead to staff turnover ✓ can be addressed if stress is well-managed.✓
- Conflict and interpersonal problems can be avoided ✓ if stress is managed at the workplace.✓
- Having stressed and tired employees serving the public✓ may lead to poor service and unhappy customers ✓ and this can be corrected through management of stress.✓
- Stressed employees are more likely to cling to the old ways of doing things✓ by resisting change and this can be controlled through proper management of stress. ✓
- Constant stress can cause many problems for a business ✓ since it can become an unhealthy environment. ✓
- Too much stress can become a barrier to success✓ and lowers the performance of workers. ✓
- Any other relevant answer related to the importance of managing stress in the workplace.

Max (8)

1.1.4 Ways employees can manage stress in the workplace.

- It is important to be aware of what you require in order to complete your daily tasks at work. Self-awareness will assist you to minimise stress. ✓✓
- Consult your work schedule to envisage potential stressful situations and make changes to the schedule where possible. ✓✓
- Ensure that effective time management strategies are practiced. ✓✓
- Try to avoid conflict situations with coworkers. ✓✓
- In order to perform work tasks efficiently it is important to get enough sleep and rest ✓✓.
- Take regular breaks to relax and recharge. ✓✓
- Follow a balanced lifestyle by eating healthily, exercising and participating in activities that promote relaxation. ✓✓
- Any other relevant answer related to ways employees can manage stress in the workplace.

Max (8)

Activity 9.2

Learner's Book page 119

1.1 Choose the correct answer.

- 1.1.1 B ✓✓
- 1.1.2 D ✓✓
- 1.1.3 C ✓✓
- 1.1.4 D ✓✓
- 1.1.5 C ✓✓

(5 × 2) (10)

Activity 9.3

Learner's Book page 123

1.1 Introduction

- Every employee is faced with stress in the workplace. ✓
- Crisis are realities that businesses deal with in the workplace daily. ✓
- A stress-free work environment can contribute positively towards the overall business objective of making profit. ✓
- Many of the most stressful events in people's lives are related to their work. ✓
- Businesses must do all in their power to manage stress in the workplace. ✓
- Any related answer to stress, crisis and change management.

Any (2 × 1) (2)

1.2 Causes of stress in the business environment

- A heavy workload, unrealistic targets and deadlines compounded by time pressure. ✓✓
- Working long hours without adequate breaks. ✓✓
- Shift systems not properly designed and coordinated. ✓✓
- Changes in job description, management or in technology. ✓✓
- Working at home to complete tasks not done at the office. ✓✓
- Staying abreast of the latest technology. ✓✓
- Attending many meetings that takes time and does not allow staff to complete their work tasks at work. ✓✓
- Work demands which become intrusive in family and staffs' personal life. ✓✓
- Inadequate training given to staff. ✓✓
- Managers who are not competent and efficient. ✓✓
- Job insecurity, bullying and harassment. ✓✓
- Conflict with those in the business with different beliefs and values. ✓✓
- The state of interpersonal relationships with colleagues. ✓✓
- The frequency of work-related travel. ✓✓
- Lack of accountability of employees and managers. ✓✓
- Lack of participation in decision-making. ✓✓
- Insufficient funds and vacant posts not filled. ✓✓
- Unconducive working conditions. ✓✓

- A lack of power and influence. ✓✓
- Lack of teamwork and conflict situations amongst staff members. ✓✓
- Any other relevant answer related to the causes of stress in the business environment.

Max (12)

1.3 Importance of stress management in the workplace

- If stress is not managed effectively, ✓ it can result in absenteeism, poor performance of staff, conflict, grievances and complaints, amongst other things. ✓
- Stressed employees are more likely to miss work ✓ because they cannot cope or due to serious health problems. ✓
- Managing workplace stress will minimise absenteeism ✓ and maintain productivity in the workplace. ✓
- Workers who suffer from stress often make poor decisions and errors of judgement ✓ in times of crisis or emergencies may occur. ✓
- Grievances or complaints that lead to staff turnover can be addressed ✓ if stress is well-managed. ✓
- Conflict and interpersonal problems can be avoided ✓ if stress is managed at the workplace. ✓
- Having stressed and tired employees serving the public ✓ may lead to poor service and unhappy customers and this can be corrected through management of stress. ✓
- Stressed employees are more likely to cling to the old ways of doing things ✓ by resisting change and this can be controlled through proper management of stress. ✓
- Constant stress can cause many problems for a business ✓ since it can become an unhealthy environment. ✓
- Too much stress can become a barrier to success ✓ and lowers the performance of workers. ✓
- Any other relevant answer related to the importance of stress management in the workplace.

Max (12)

1.4 Ways in which employees manage stress in the workplace

- It is important to be aware of what you require in order to complete your daily tasks at work. ✓ Self-awareness will assist you to minimise stress. ✓
- Consult your work schedule to envisage potential stressful situations ✓ and make changes to the schedule where possible. ✓
- Ensure that effective ✓ time management strategies are practiced. ✓
- Try to avoid ✓ conflict situations with coworkers. ✓
- In order to perform work tasks efficiently ✓ it is important to get enough sleep and rest.
- Take regular breaks to relax and recharge. ✓
- Follow a balanced lifestyle by eating healthily, exercising ✓ and participating in activities that promote relaxation. ✓
- Any other relevant answer related to ways in which employees manage stress in the workplace.

Max (10)

1.5 Ways in which businesses can deal with crisis in the workplace

- Businesses should respond appropriately and quickly to reduce the effects of the crisis.
- Assess and evaluate the nature of the crisis. ✓✓
- When a crisis happens the affected department or persons should respond to the situation in a calm manner and determine what the nature and cause of the crisis is to plan an appropriate response. ✓✓
- If necessary, seek advice from experts. ✓✓
- Manage the seriousness of the situation by responding to the situation immediately. ✓✓
- Ensure that accurate and correct information is provided when managing the situation or crisis. ✓✓
- Providing training and support to staff members affected by the situation. ✓✓
- Contain the situation as effectively as possible to minimise any potential damage to the business. ✓✓
- Communicate with all stakeholders to ensure that they are properly briefed about the events, its' impact and the actions taken. ✓✓
- The management team of the business should appoint a spokesperson to manage all the media briefings. ✓✓
- Debriefing sessions should be arranged for all those directly involved in the crisis. ✓✓
- Implement and evaluate the efficacy of the emergency plan during the crisis. ✓✓
- Revise and amend the emergency plan after the crisis should it be necessary. ✓✓
- Any other relevant answer related to ways in which businesses deal with crises in the workplace.

Max (12)

1.6 Conclusion

- It is very important for a business to deal with stress, changes and crises to ensure the success of the business. ✓✓
- Businesses must implement better work and management systems to deal with stress in the workplaces ✓✓
- Cooperation/Teamwork must be encouraged to reduce stress levels in the workplaces ✓✓
- Workplace interventions appear successful in preventing the negative consequences of work stress. ✓✓
- Any other relevant answer to stress, crisis and change management.

Any (1 × 2) (2)

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Causes of stress in the business environment	12	
Importance of stress management	12	
How employees manage stress in the workplace	10	
Ways in which businesses can deal with crises in the workplace	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

Consolidation

Learner's Book page 125

QUESTION 1

1.1 Causes of stress in the business environment

- A heavy workload, unrealistic targets and deadlines compounded by time pressure. ✓
- Working long hours without adequate breaks. ✓
- Shift systems not properly designed and coordinated. ✓
- Changes in job description, management or in technology. ✓
- Working at home to complete tasks not done at the office. ✓
- Staying abreast of the latest technology. ✓
- Attending many meetings that take time and does not allow staff to complete their work tasks at work. ✓
- Work demands which become intrusive in family and staffs' personal life. ✓
- Inadequate training given to staff. ✓
- Managers who are not competent and efficient. ✓
- Job insecurity, bullying and harassment. ✓
- Conflict with those in the business with different beliefs and values. ✓
- The state of interpersonal relationships with colleagues. ✓
- The frequency of work-related travel. ✓
- Lack of accountability of employees and managers. ✓
- Lack of participation in decision-making. ✓
- Insufficient funds and vacant posts not filled. ✓
- Unconducive working conditions. ✓
- A lack of power and influence. ✓
- Lack of teamwork and conflict situations amongst staff members. ✓
- Any other relevant answer related to the causes of stress in the workplace.

NOTE: Mark the first THREE only.

Any (3 × 1) (3)

1.2 Importance of stress management in the workplace

- If stress is not managed effectively, it can result in absenteeism, poor performance of staff, conflict, grievances and complaints, amongst other things. ✓✓
- Stressed employees are more likely to miss work because they cannot cope or due to serious health problems. ✓✓
- Managing workplace stress will minimise absenteeism and maintain productivity in the workplace. ✓✓
- Workers who suffer from stress often make poor decisions and errors of judgement in times of crisis or emergencies may occur. ✓✓
- Grievances or complaints that lead to staff turnover can be addressed if stress is well-managed. ✓✓
- Conflict and interpersonal problems can be avoided if stress is managed at the workplace.
- Having stressed and tired employees serving the public may lead to poor service and unhappy customers and this can be corrected through management of stress. ✓✓
- Stressed employees are more likely to cling to the old ways of doing things by resisting change and this can be controlled through proper management of stress. ✓✓
- Constant stress can cause many problems for a business since it can become an unhealthy environment. ✓✓
- Too much stress can become a barrier to success and lowers the performance of workers. ✓✓
- Any other relevant answer related to the importance of stress in the workplace.

Max (6)

1.3.1 THREE examples of crises that occurred at DC

EXAMPLES OF CRISES	MOTIVATIONS
Tight deadlines ✓✓	DC has specific due dates to deliver sports clothing for a sports team. ✓
Broken machinery ✓✓	One of their machines unexpectedly stopped working. ✓
Power outages ✓✓	The area in which DC is situated has electricity challenges. ✓
Submax (6)	Submax (3)

Max (9)

1.3.2 Ways to deal with crises in the workplace

- Businesses should respond appropriately and quickly to reduce the effects of the crisis. ✓✓
- Assess and evaluate the nature of the crisis. ✓✓
- When a crisis happens the affected department or persons should respond to the situation in a calm manner and determine what the nature and cause of the crisis is to plan an appropriate response. ✓✓
- If necessary, seek advice from experts. ✓✓
- Manage the seriousness of the situation by responding to the situation immediately. ✓✓
- Ensure that accurate and correct information is provided when managing the situation or crisis. ✓✓
- Providing training and support to staff members affected by the situation. ✓✓
- Contain the situation as effectively as possible to minimise any potential damage to the business. ✓✓
- Communicate with all stakeholders to ensure that they are properly briefed about the events, its' impact and the actions taken. ✓✓
- The management team of the business should appoint a spokesperson to manage all the media briefings. ✓✓
- Debriefing sessions should be arranged for all those directly involved in the crisis. ✓✓
- Implement and evaluate the efficacy of the emergency plan during the crisis. ✓✓
- Revise and amend the emergency plan after the crisis should it be necessary. ✓✓
- Any other relevant answer related to the ways to deal with crises in the workplace.

Max (6)

1.4.1 Retrenchment

- Retrenchment occurs when a business reduces the number of workers in the business ✓ or organisation to reduce the cost of the salary and wages bill. ✓
- Essentially this is a process ✓ that is used by the employer to evaluate the business needs ✓ to increase profits whilst reducing its employees. ✓
- Restructuring and economic changes ✓ may lead to many people being retrenched from their jobs. ✓
- Any other relevant answer related to retrenchment.

Max (4)

1.4.2 Affirmative action

- It is a legal requirement for businesses✓ to ensure that they offer equal opportunities✓ to people from previously disadvantaged designated groups in the workplace.✓
- The aim of the policy✓ is to ensure representation of women, people with disabilities and black South Africans affected in business.✓
- This may lead to resentment✓ towards persons appointed according to this policy.✓
- Any other relevant answer related to affirmative action.

Max (4)

1.5 Strategies that businesses can use to deal with globalisation

- Businesses should be attentive of changes and trends in their related industry.✓✓
- They should stay up-to-date with new technology, processes and developments to ensure that they have the competitive edge. ✓✓
- Overseas markets for the businesses' products should be explored. ✓✓
- Businesses should ensure that their products meet international standards for quality. ✓✓
- Products that are made available to different markets should be useful, eye-catching and unique. ✓✓
- Any other relevant answer related to strategies that businesses can use to deal with globalisation.

Max (6)

QUESTION 2

2.1 Introduction

- Stress is experienced by everyone in different situations. ✓
- Change is difficult for most individuals, organisations and management. ✓
- Change causes stress levels to increase. ✓
- A crisis causes a huge and sudden increase in stress levels. ✓
- Any other relevant introduction related to stress, change and crisis.

Any (2 × 1) (2)

2.2 Meaning of stress

- The body's reaction ✓ to a change ✓ that requires a physical, mental or emotional adjustment or response. ✓
- The adverse reaction ✓ people have to excessive pressures ✓ or other types of demands placed on them at work. ✓
- Is the way the body reacts ✓ to situations ✓ that a person finds difficult to control. ✓
- Any other relevant answer related to the definition of stress in the workplace.

Submax (4)

Crisis

- Is a time ✓ of intense difficulty, trouble, or danger. ✓
- An event ✓ that can within a short period of time, ✓ harm the business's stakeholders, its property, finances or its reputation. ✓
- Any other relevant answer related to the definition of crisis in the workplace.

Submax (4)

Max (8)

2.3 Importance of stress management in the workplace

- If stress is not managed effectively, it can result in absenteeism,✓ poor performance of staff, conflict, grievances and complaints, amongst other things amongst staff members. ✓
- Stressed employees are more likely to miss work✓ because they cannot cope, or because of serious health problems. ✓
- Managing workplace stress will minimise absenteeism ✓ and maintain productivity in the workplace. ✓
- Workers who suffer from stress often make poor decisions and errors of judgement in times of crisis, ✓ and this could result in unforeseen emergencies. ✓
- Grievances or complaints that lead to staff turnover✓ can be addressed if stress is well-managed. ✓
- Conflict and interpersonal problems can be avoided if stress is managed✓ at the workplace. ✓
- Having stressed and tired employees serving the public may lead to poor service and unhappy customers✓ and can be avoided through good stress management. ✓
- Stressed employees are more likely to cling to the old ways of doing things by resisting change, ✓ but this can be managed through proper management of stress. ✓
- Constant stress can cause many problems for a business✓ since it can become an unhealthy working environment. ✓
- Too much stress can become a barrier✓ to success and lower the performance of employees. ✓
- Any other relevant answer related to the importance of stress management in the workplace.

Max (10)

2.4 Major changes that businesses and people can deal with

Unemployment ✓✓

- This occurs when employees lose their jobs due to resignation ✓ for a better position, being fired, or choosing to stop working. ✓
- Changes that take place in the business may lead to unemployment ✓ due to retrenchment or when businesses close down. ✓
- Many people who are unemployed struggle to cope ✓ and this may lead to illness and depression. ✓
- Any other relevant answer related to unemployment as a major change that businesses and people deal with.

Heading	2
Discussion	2
Submax	4

Retrenchment ✓✓

- Retrenchment occurs when a business reduces the number of workers ✓ in the business or organisation to reduce the cost of the salaries and wages bill. ✓
- Essentially this is a process that is used by the employer to evaluate the business' needs ✓ in order to increase profits whilst reducing its employees. ✓
- Any other relevant answer related to unemployment as a major change that businesses and people deal with.

Heading	2
Discussion	2
Submax	4

Globalisation ✓✓

- Due to the narrowing of global markets ✓, businesses can trade in different countries. ✓
- This requires flexibility in order to adapt to changes ✓ brought about by globalisation. ✓
- With improved ongoing technological processes, new technology ✓ must be combined and used to make processes more efficient. ✓
- The business should ensure that their product or service is of a high standard ✓ and quality, which will result in competition amongst businesses. ✓
- Any other relevant answer related to unemployment as a major change that businesses and people deal with.

Heading	2
Discussion	2
Submax	4

Affirmative action ✓✓

- It is a legal requirement for businesses to ensure that they offer equal opportunities ✓ to people from previously disadvantaged or designated groups in the workplace. ✓
- It is a legal requirement for businesses to ensure that they offer equal opportunities to people ✓ from previously disadvantaged or designated groups in the workplace. ✓
- Any other relevant answer related to affirmative action.
- Any other relevant answer related to unemployment as a major change that businesses and people deal with.

NOTE: Mark the first FOUR (4) answers only.

Heading	2
Discussion	2
Submax	4

Max 16

2.5 Ways businesses can deal with business-related crises in the workplace.

- Businesses should respond appropriately and quickly to lessen the effects of the crisis situation. ✓✓
- Prevent/try to stop the crisis from happening. ✓✓
- If the crisis happens, face up to it and quickly find out what has happened without over-reacting. ✓✓
- Plan/Identify and prioritise the actions required. ✓✓
- Evaluate the damage/situation. ✓✓
- Inform/Provide accurate and correct information. ✓✓
- Support/Guide others through the situation by providing training and support. ✓✓

- Resolve any conflict of interest. ✓✓
- Be sensitive to the people concerned. ✓✓
- Regain control/Manage the situation in a calm manner until the crisis is over. ✓✓
- Obtain expert advice if the crisis falls outside the business' scope of expertise. ✓✓
- Any other relevant answer related to ways that businesses can deal with crises in the workplace.

Max (12)

2.6 Conclusion

- It is very important for a business to deal with stress, changes and crisis to ensure the success of the business. ✓✓
- Businesses must implement better work and management systems to deal with stress in the workplaces ✓✓
- Businesses must implement better work and management systems to deal with stress in the workplaces ✓✓
- Cooperation/Teamwork must be encouraged to reduce stress levels in the workplaces ✓✓
- Workplace interventions appear successful in preventing the negative consequences of work stress. ✓✓
- Any other relevant answer related to causes of stress/importance of stress management/dealing with stress in the workplace.

Any (1 × 2) (2)

[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of stress and crisis	8	
Importance of stress management in the workplace	10	
Major changes that businesses and people deal with	16	
Ways businesses can deal with crises in the workplace	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOPIC 10 Marketing function

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> • Introduce each section of marketing function with short video clip or newspaper article (product and price policy) to generate class discussion. Base the discussion on list of questions on a worksheet – to be completed in pairs by the class. • Different concepts to be taught and emphasised – use tables if necessary, to show distinction between concepts. • Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it. 	<ul style="list-style-type: none"> • Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, • Aspects of the marketing function • Marketing activities • Product policy • Pricing policy • Distribution • Marketing communication – formal and informal sectors • Foreign marketing – imports and export • Ensure that learners are aware of all the content that must be covered. • Use new terms in every lesson, elaborate on the meaning and context of each, • and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. • Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. • Indicate the key words used in the topic. • Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. • Use the latest notes to markers of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly • Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.

Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> • Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. • Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. • Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. • The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. • Teachers are advised to commence with this topic by addressing the responsibilities of employers in protecting the workplace environment before proceeding to the roles of the health and safety representatives in protecting the workplace environment. Learners must be advised that the latter serve as ombudsmen for their members; they do not provide safety measures but they ensure that employees are provided with safety. • The teaching and learning process should focus on the quality indicators of each business function. Grade 10 and 11 teachers are expected to provide learners with detailed descriptions, which will be extended in the Grade 12 academic year through adequate instruction and assessment activities. 	<ul style="list-style-type: none"> • Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. • Consult previous question paper from National and Provincial Departments.

Memoranda to activities

Activity 10.1 Learner's Book page 131

1.1.1 Marketing activity

Transport ✓✓

(2)

Motivation:

SPD uses their own trucks to deliver the cars to their premises✓

(1)

Max (3)

1.1.2 Marketing activities

Standardisation and grading ✓✓

- Standardisation refers to the process of ensuring that goods are produced to the same standards in terms of size/weight/colour. ✓
- No differentiation in terms of the products exist. ✓
- The quality of the final products can be measured against pre-determined standards. ✓
- Products that cannot be manufactured according to pre-determined standards are graded according to the quality of the product. ✓
- These products are harvested from nature and made available to consumers. ✓
- Any other relevant answer related to standardisation and grading as marketing activities.

Submax (3)

Storage ✓✓

- Refers to the act of keeping the products at a facility for safekeeping/preservation after the manufacturing thereof. ✓
- Storages ensure that sufficient products will be available to meet the demand for the products. ✓
- The production of products on a large scale required the storage of such products
- Bridges the gap between production and consumption. ✓
- Storage ensures that products are preserved to meet future demands thereof. ✓
- Any other relevant answer related to storage as a marketing activity.

Submax (3)

Financing ✓✓

- Refers to the act of obtaining funds to ensure that business activities could operate effectively in pursuit of the organisations' objectives. ✓
- Business acquires funding from financial institutions/investors to expand/maintain operations. ✓
- Loan financing is available from financial institutions and must be repaid with interest over a certain period of time. ✓
- Equity funding is available from private investors in return for a certain percentage of ownership of the business. ✓
- Personal debt funding refers to the ability of an individual to finance business activities through credit card facilities/retirement funds/home loans. ✓
- Any other relevant answer related to financing as a marketing activity.

Submax (3)

Risk-bearing ✓✓

- Investments in business opportunities are subject to constant risks, despite positive results predicted. ✓
- Entrepreneurs/Shareholders could lose the full investment amount should the business not succeed. ✓
- Risk bearing provides businesses with the opportunity to reduce losses incurred should a business venture not succeed by sharing the risk with another party. ✓
- The first risk bearer of a business venture is the entrepreneur/shareholders in a business. ✓
- Insurance companies are prepared to share certain risk with the entrepreneur/shareholders. ✓
- Any other relevant answer related to risk-bearing as a marketing activity.

Submax (3)

Buying and selling ✓✓

- The acts of buying and selling are integral parts of any business activity. ✓
- Buying and selling refers to the process of exchanging goods/services for money. ✓
- Manufacturers would buy raw materials, convert it into finished products and sell the products to consumers. ✓
- Consumers buy the finished products for consumption. ✓
- Any other relevant answer related to buying and selling as marketing activities.

NOTE: Mark the first THREE (3) answers only.

Submax (3)

Max (9)

1.1.3 Role of the marketing activities

- To identify the needs of customers and determine the value they place on getting those needs satisfied. ✓✓
- Share information gained from customers with the production function to ensure that the products/services offered meet the customers' expectations. ✓✓
- Promoting the products/services that the businesses offer amongst customers. ✓✓
- Providing feedback from customers about the businesses' products/services and identifying areas of improvement. ✓✓
- Marketing shapes the experience customers have after the products/services are delivered to them. ✓✓
- Any other relevant answer related to the role of the marketing activities.

Max (6)

[18]

Activity 10.2 Learner's Book page 137

1.1 Steps in the product development process

- Generate a new idea ✓
- Screen and evaluate the idea ✓
- Concept development testing ✓
- Analysing the profitability of the concept ✓
- Market testing ✓
- Technical implementation ✓
- Commercialisation ✓
- Product review and price adjustment ✓
- Any other relevant answer related to the steps in the product development process.

NOTE: Mark the first FIVE (5) answers only.

Any (5 x 1) (5)

1.2 Categories of consumer goods/products

Convenience goods ✓✓

- Consumers are not willing to spend much effort on buying convenience goods because they differ very little in terms of price, quality and the satisfaction it provides to consumers. ✓
- These are low priced goods purchased by consumers without much thought. ✓
- Example of convenience goods: bread, milk, soft drink, etc. ✓
- Any other relevant answer related to convenience goods.

Heading	2
Discussion	1
Submax	3

Shopping goods ✓✓

- These goods are more expensive than convenience goods. ✓
- Consumers do not buy them very regularly. ✓
- They are prepared to spend a considerable amount of time and energy going to various shops until they are sure that they are getting the best value for their money. ✓
- Examples of shopping goods; television, motor vehicles, clothing, etc. ✓
- Any other relevant answer related to shopping goods.

Heading	2
Discussion	1
Submax	3

Specialty goods ✓✓

- These goods usually have specific brand names. ✓
- Consumers know exactly what they want and are willing to search until they find exactly what they are looking for. ✓
- Examples of specialty goods; jewellery, branded clothing, etc. ✓
- Any other relevant answer related to specialty goods.

Heading	2
Discussion	1
Submax	3

Services ✓✓

- Services are not tangible. ✓
- Services are rendered by service providers to consumers. ✓
- Example of services, garden service, etc. ✓
- Any other relevant answer related to services.

Heading	2
Discussion	1
Submax	3

Unsought goods ✓✓

- Goods that consumers do not think of until the need of such products appear. ✓
- Any other relevant answer related to categories of consumer goods/products.
- Any other relevant answer related to unsought goods.

Heading	2
Discussion	1
Submax	3

NOTE: Mark the first THREE (3) answers only.

Max (9)

1.3 Types of packaging from statements

- 1.3.1** Kaleidoscopic packaging ✓✓
- 1.3.2** Speciality packaging ✓✓
- 1.3.3** Combination packaging ✓✓
- 1.3.4** Packaging for double use ✓✓

(4 x 2) (8)

1.4 Requirements of a good trademark

- A trademark must be attractive for the consumer ✓✓
- It is important that it suit the product. ✓✓
- The trademark must be suitably designed for the target market. ✓✓
- It must be different from its competitors. ✓✓
- It must also promote the image of the enterprise. ✓✓
- Enterprises use it for display and therefore it must be suitable for display purposes. ✓✓
- It must be possible to link the product to its promotion strategy. ✓✓
- It must indicate the name and contact details of the manufacturer. ✓✓
- Any other relevant answer related to the requirement of a good trademark.

Max (8)



Activity 10.2 (ESSAY MARKETING)

1.1 Introduction

- Product development is an important function of every business and is a continuous and dynamic process. ✓
- A successful business needs to improve on its current products and develop new products to remain competitive in the market environment. ✓
- Product design is normally the first step in the product life cycle but sometimes it needs to be adapted when sales start to decline at the end of the product life cycle. ✓
- Most products need some type of packaging, which can vary from a box to a label. ✓
- The type of product will determine the type of packaging that is needed. ✓
- A trademark is the name/logo/symbol used by a manufacturer/business to differentiate its products/business from competitors. ✓
- Any other relevant introduction related to the importance of product development/steps businesses would follow in the product design process/purpose of packaging/the importance of trademarks.

Any (2 x 1) (2)

1.2 The importance of product development

- Product design is a process used to design goods that suit the needs of customers. ✓✓
- If the product design does not suit the target market, there will be very little demand for the product. ✓✓
- Businesses need to develop new products in order to replace older products when the sales declines. ✓✓
- Businesses are able to remain competitive because they are always on a lookout for ways to improve their products. ✓✓
- Products become different from those of the competitors. ✓✓
- Any other relevant answer related to the importance of product development.

Max (10)

1.3 Steps businesses would follow in the product design process

Generating a new idea✓✓

- A business should aim to identify opportunities✓ that competitors have not done yet. ✓
- Ideas for new products can come from:
 - a need✓ that was identified ✓
 - the results of conducting a SWOT analysis ✓
 - using✓ creative thinking techniques ✓
 - solving✓ a problem✓
 - researching✓ the market✓
 - analysing✓ market trends ✓
 - competitor research✓ must be conducted ✓
 - staff and consumers✓ are sources of opportunities✓
- Any other relevant answer related to generating a new idea as a step businesses would follow in the product design process.

Step	2
Explanation	2
Submax	4

Screen and evaluate the idea✓✓

- Screening means that the newly generated idea is critically evaluated to see if there is a need in the market ✓ and whether it could be workable and profitable for the business. ✓
- The business needs to decide whether the product can be developed at the right price with suitable profit margins✓
 - an innovative idea should lead to a profitable product. ✓
- Any other relevant answer related to screen and evaluate the idea as a step businesses would follow in the product design process.

Step	2
Explanation	2
Submax	4

Testing and developing the concept✓✓

- Part of this stage is deciding whether producing✓ the chosen product would be profitable within a reasonable period. ✓
- The product life cycle of some products is very short✓, so new products must be profitable within a relatively short time. ✓
- The market ✓will also be tested in this stage. ✓
- Businesses must determine how the product will best provide the necessary benefits✓, and how best to produce the product in the most cost-effective way. ✓
- Possible costs, revenue✓, and profit need to be analysed. ✓
- Consumers' reaction✓ to the product must also be measured. ✓
- Any other relevant answer related to testing and developing the concept as a step businesses would follow in the product design process.

Step	2
Explanation	2
Submax	4

Business analysis✓✓

- Business analysis of a new product should include a system of metrics✓ to evaluate the success of the product. ✓
- The profitability, breakeven point, sales volume, ✓ and final selling price are determined in this step. ✓
- Any other relevant answer related to x as a step businesses would follow in the product design process.

Step	2
Explanation	2
Submax	4

Market testing✓✓

- The actual sample product is tested in the market✓, and the responses from the market testing are used to make the necessary adjustments to the product. ✓
- Any other relevant answer related to market testing as a step businesses would follow in the product design process.

Step	2
Explanation	2
Submax	4

Technical implementation✓✓

- During this stage, systems and processes✓ are put into the production planning and control process. ✓
- Planning, scheduling, monitoring, and quality control✓ are worked out and put into place for production. ✓
- The technical implementation includes:
 - Analysing the product ideas in detail✓ through a process of research and development.
 - Converting product ideas✓ into drawings and designs. ✓
 - These drawings and designs are usually done with the aid of computers because computers enable designers✓ to create multi-dimensional drawings and designs of what the actual product will look like. ✓
 - Quality control forms a fundamental component✓ of technical implementation. ✓
- Any other relevant answer related to technical implementation as a step businesses would follow in the product design process.

Step	2
Explanation	2
Submax	4

Commercialisation✓✓

- During commercialisation the product is launched, and marketing and advertising campaigns are implemented. ✓
- Marketing of the product should initially focus on informing consumers about the product because it is still in its introductory phase. ✓
- Later, as the product becomes better known, marketing efforts could become more aggressive to persuade consumers to keep on buying the product. ✓
- Commercialising includes:
 - Production✓ of the product. ✓
 - Packaging✓ of the product. ✓
 - Distribution✓ to stores. ✓
 - This stage✓ requires a lot of capital. ✓
- Any other relevant answer related to commercialisation as a step businesses would follow in the product design process.

Step	2
Explanation	2
Submax	4

Product review and price adjustment✓✓

- During this stage, the new product development cycle should be reviewed for efficiency✓, and the business should check if there is anything that can be improved. ✓
- Pricing and forecasts should✓ also be reviewed where necessary. ✓
- Any other relevant answer related to product review and price adjustment as a step businesses would follow in the product design process.

NOTE: Mark the first four (4) only.

Step	2
Explanation	2
Submax	4

Max (16)

1.4 The purpose of packaging

- Physically protect the product✓ from any harm. ✓
- Promote the marketing✓ of a product. ✓

- Prevent a product✓ from getting spoilt. ✓
- Prevent tampering✓ or theft of a product. ✓
- Improve convenience✓ in the use or storage of a product. ✓
- Identify products✓ for the specific needs of packaging. ✓
- Differentiate the product✓ from other competing goods. ✓
- Contribute to the profitability✓ of the business through sales and use of resources. ✓
- Attract attention to show the value of the product✓ as a marketing tool. ✓
- Link the product to the promotion strategy✓ used to promote the product. ✓
- Any other relevant answer related to the purpose of packaging.

Max (12)

1.5 The importance of trademarks to businesses

- A trademark establishes an identity/reputation for products. ✓✓
- A registered trademark protects businesses against competitors who sell similar products. ✓✓
- A well-known trademark helps to make a brand instantly recognisable. ✓✓
- Offers a degree of protection because branded products can be traced back to the manufacturer. ✓✓
- Businesses can use trademarks to market/advertise their products. ✓✓
- Any other relevant answer related to the importance of trademarks to businesses.

Max (8)

1.6 Conclusion

- The process of designing a product begins with an idea and follows through to the evaluating of the idea once it has been designed. ✓✓
- Product development helps to expand the markets for the products, and it can increase the profit earnings of the business. ✓✓
- After a product has been designed and developed, the business must decide on the best way to package it. ✓✓
- Once a trademark has been registered, it may only be used by the person/business that registered the trademark. ✓✓
- Any other relevant conclusion related to the importance of product development/steps businesses would follow in the product design process/purpose of packaging/the importance of trademarks.

Max (2)
[40]

QUESTION 10.2: BREAKDOWN OF MARK ALLOCATION		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
The importance of product development	10	
Steps businesses would follow in the product design process	16	
Discuss the purpose of packaging	12	
The importance of trademarks	8	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: [40]
GRAND TOTAL: [150]

Activity 10.3 | Learner's Book page 141

1.1 Meaning of price

- The pricing is the easiest of all marketing variables ✓ to influence but amongst the most complex decisions to make. ✓
- The determination of the selling price ✓ of a product takes into account the cost of production. ✓
- The price needs to be affordable for the customers ✓ but also allow businesses to cover the costs and make a profit. ✓
- Any other relevant answer related to the meaning of price.

Max (2)

1.2 The importance of pricing.

- Pricing is important since it defines the value that the product is worth making and for customers to use. ✓✓
- It is the tangible price point to let customers know whether it is worth their time and investment. ✓✓
- The pricing process needs to consider flexibility/discount/territory/life cycle status/allowance. ✓✓
- The price of a product can influence the consumers' attitude towards the product or the brand. ✓✓
- Pricing too high, may have a negative impact/decrease on sales. ✓✓
- If the price is too low, consumers may perceive the good as being of poor quality. ✓✓
- The price of a product must make provision for transport costs. ✓✓
- The price of a product should take the VAT into account. ✓✓
- Any other relevant answer related to the importance of pricing.

Max (6)

1.3.1 Pricing techniques

PRICING TECHNIQUES	MOTIVATIONS
1. Penetration pricing ✓✓	He charged lower prices for the furniture when the shop was newly opened to attract customers. ✓
2. Psychological pricing ✓✓	He priced the washing machine at R4999 instead of R5000. ✓
3. Promotional pricing ✓✓	He offers sales and gives special offers. ✓
4. Competition based/orientation pricing ✓✓	He sets prices based on what other furniture shops are charging customers. ✓
Sub max 8	Sub max 4

Max (12)

1.3.2 Other pricing techniques

Cost-based/orientated pricing ✓✓

- Cost-based pricing is the practice of setting prices based on the cost of the goods or services being sold. ✓
- A profit percentage or fixed profit figure is added to the cost of an item, which results in the price at which it will be sold. ✓
- The costs of production and supply are calculated, and a suitable profit margin is added to determine the selling price. ✓
- Any other relevant answer related to cost-based/orientated pricing.

Technique	2
Explanation	1
Submax	3

Mark-up pricing ✓✓

- Mark-up pricing is calculated as a percentage. ✓
- This percentage is calculated from the cost per unit. ✓
- Example will include a muffin making business that may calculate that the cost of producing a muffin is R15,00 and decide on a mark-up of 50%, setting the price at R22,50. ✓
- Any other relevant answer related to mark-up pricing.

Technique	2
Explanation	1
Submax	3

Customer/target-based pricing ✓✓

- It is when companies set certain targets to achieve. ✓
- Based on what the business believes customers are prepared to pay. ✓
- The perception of the product it wants to create in the customers' minds. ✓
- Any other relevant answer related to customer/target-based pricing.

Technique	2
Explanation	1
Submax	3

Bait pricing ✓✓

- The prices are usually set lower than the items cost price to attract customers. ✓
- It is used to attract customers into a shop to buy the product and other items. ✓
- The consumers are encouraged to buy another product if the advertised product is sold out. ✓
- Any other relevant answer related to bait pricing as a pricing technique.

Technique	2
Explanation	1
Submax	3

Skimming prices ✓✓

- This refers to the prices attached to a new innovative product that is considered unique and prestigious. ✓
- It involves charging higher prices when the product is introduced to test the demand. ✓
- There are consumers who are prepared to pay higher prices because such inventions have prestige value. ✓
- As the product gains popularity, the price of the product is gradually reduced. ✓
- Price skimming can be successful and profitable in the short term. ✓
- Any other relevant answer related to skimming prices as a pricing technique.

NOTE: Mark the first TWO (2) answers only.

Technique	2
Explanation	1
Submax	3

Max (6)

1.4 Factors that influence pricing

Input costs ✓✓

- The higher the input costs, the higher the final price. An increase in transport could increase the final price. ✓
- Any other relevant answer related to input costs.

Submax (3)

Demand for the product ✓✓

- The higher the demand, the higher the production volume, the lower the input costs, the lower the final price. ✓
- This is the income level of the target market. ✓
- Any other relevant answer related to the demand for the product.

Submax (3)

Type of product ✓✓

- Luxury products can be priced higher. ✓
- Any other relevant answer related to the type of product.

Submax (3)

The pricing technique used to determine the price. ✓✓

- Promotional pricing could be lower than demand-oriented pricing. ✓
- Any other relevant answer related to the pricing technique used to determine the price.

Submax (3)

Competitive and substitute products ✓✓

- If there are similar products that could replace a product, a high price may result in loss of sales to the substitute. ✓
- If the price and demand of complementary goods increase, the other product may increase at the same rate e.g. prices of computers and keyboards may increase at the same time. ✓
- Any other relevant answer related to the competitive and substitute products.

Submax (3)

- The economic climate and availability of goods and services ✓✓
- If there is a shortage of a certain product, people are prepared to pay more for it. ✓
 - Any other relevant answer related to the economic climate and availability of goods and services

Submax (3)

NOTE: Mark the first TWO (2) only.

Max (6)

Activity 10.4 | Learner's Book page 147

1.1 Meaning of distribution

- It is about how ✓ the business gets its goods/services to its customers. ✓
- Products go directly to customers ✓ or through intermediaries (middlemen). ✓
- Any other relevant answer related to the definition of distribution.

Max (2)

1.2. Answers from the scenario

1.2.1 Type of intermediary

- retailer ✓✓
- Dube Suppliers buys computers from VL in bulk and sells them in small quantities to customers. ✓

NOTE: Award no marks for motivation if the type of intermediary is incorrectly identified.

Max (3)

1.2.2 Reasons why VL make use of indirect distribution

- It will be specialised agents ✓ who deal with customers. ✓
- Transportation and storage ✓ are taken care of by intermediaries. ✓
- There is no need to hire specialised staff ✓ to do sales complaints. ✓
- They do not have to deal ✓ with customer complaints. ✓
- They enjoy the benefits of bulk orders ✓ from wholesalers. ✓
- Better market coverage ✓ is achieved. ✓
- Intermediaries understand ✓ how the market operates. ✓
- Consumers are often spread across the country, ✓ distribution needs to be widespread as well. ✓
- Direct distribution requires a large investment ✓ in advertising ✓
- Intermediaries sometimes provide credit to consumers, ✓ which will help attract more consumers. ✓
- Any other relevant answer related to the reasons why businesses use indirect distribution.

Max (8)

1.3 Essay question

1.3.1 Introduction

- Products need to be distributed to the target market in the best possible way by means of direct or indirect distribution. ✓
- The channel of distribution is the route/path by which goods or services reach the consumers. ✓
- Intermediaries act as negotiators and mediators between the producers and the customers. ✓
- Any other relevant introduction related to the distribution policy.

Any (2 × 1) (2)

1.3.2 Reasons why manufacturers prefer direct distribution

- Manufacturers have control over the product and marketing. ✓✓
- They achieve better end-user prices as there are no intermediary costs. ✓✓
- The business does not need to share its profit margin with intermediaries.
- Products become very expensive once all the intermediaries have added their own mark-ups. ✓✓
- There is direct contact with a target market for feedback and improvements. ✓✓
- Sales staff provide customer information for future market research. ✓✓
- Selling through the internet allows smaller businesses to market their products all over the world. ✓✓
- Businesses' websites can serve as both a distribution method and a promotion method. ✓✓
- Well-trained sales staff are able to promote products effectively and establish good relationships with customers. ✓✓

- Suitable intermediaries may not be available/Intermediaries may not be willing to sell the particular product on behalf of the manufacturer. ✓✓
- Any other relevant answer related to the reasons why manufacturers prefer to use the direct distribution method.

Max (12)

1.3.3 Difference between direct and indirect channels of distribution

DIRECT CHANNEL OF DISTRIBUTION	INDIRECT CHANNEL OF DISTRIBUTION
They carry✓ all the risks. ✓	Risks are shifted to intermediaries ✓ during the distribution of the product to end-user✓
Involves the producer✓ and the consumer✓	There are middlemen between the producer ✓ and the consumer✓
The wholesaler and the retailer are cut✓ from the process✓	The wholesalers and retailers act as negotiators✓ between the producer and consumer. ✓
Marketing and selling of products to the customers✓ without involving the middleman. ✓	Specialised agents ✓ deal with customers. ✓
They take full control✓ over the product and marketing. ✓	There will be very little feedback✓ from customers. ✓
It ensures a better end-user price ✓ as no intermediaries costs ✓	Transportation and storage✓ are taken care of by intermediaries. ✓
They provides immediate ✓ feedback ✓	Manufactures make use of middlemen✓ such as wholesalers/agents/brokers/retailers. ✓
They need more specialised employees'✓ who are trained. ✓	The manufacture is not knowledgeable✓ about the distribution of the product. ✓
Any other relevant difference between direct and indirect channels of distribution	
Sub max (6)	Sub max (6)

- NOTE: 1 The answer does not have to be in tabular format.**
2 The difference does not have to link but they must be clear.
3 Award a maximum of SIX (6) marks if the difference is not clear/mark either direct channel of distribution or indirect channel of distribution only.

Max (12)

1.3.4 Channels of distribution

Manufacturer – consumer✓✓

- This is known as the basic channel of distribution; ✓ the goods move directly from the manufacturer to the consumers. ✓
- Manufacturers advertise and sell the products themselves✓ without using any intermediaries. ✓
- Any other relevant answer related to the channel of Manufacturer – consumer

Heading	2
Explanation	2
Submax	4

Manufacturer – retailer – consumer✓✓

- This is a single distribution channel;✓ the goods move from the manufacturer to the retailer, where they are sold to consumers. ✓
- Retailers take responsibility for advertising✓ and distribution of goods to the customers. ✓
- Any other relevant answer related to the channel of Manufacturer – retailer – consumer.

Heading	2
Explanation	2
Submax	4

Manufacturer – agent – retailer – consumer ✓✓

- In this distribution channel, the goods move from the manufacturer to an agent and then the agent sells them to retailers ✓, the retailer in turn sells the goods to the customers. ✓
- The agent and the retailer ✓ are responsible for the advertising of the goods. ✓
- Any other relevant answer related to the channel of Manufacturer – agent - retailer – consumer.

Heading	2
Explanation	2
Submax	4

Manufacturer – wholesaler – retailer – consumer ✓✓

- The goods move from the manufacturer to wholesalers ✓ then bought by retailers and finally by the consumers. ✓
- The wholesaler buys goods in large quantities from manufacturers and then sells them in bulk to retailers, ✓ then the retailers sell the goods in units to the customers. ✓
- Any other relevant answer related to the channel of Manufacturer – wholesaler - retailer – consumer.

Heading	2
Explanation	2
Submax	4

Manufacturer – agent – wholesaler – retailer – consumer ✓✓

- The goods move from the manufacturer to an agent ✓ to a wholesaler and from there to the retailer and then finally to consumers. ✓
- Any other relevant answer related to the channel of Manufacturer – agent - wholesaler – retailer – consumer.

Heading	2
Explanation	2
Submax	4

NOTE: Mark the first THREE (3) answers only.

Max (12)

1.3.5 Role of intermediaries in the distribution process

- They are finding and locating buyers on behalf of the producer. ✓✓
- They also help to promote the product. ✓✓
- Intermediaries are specialists in selling, so the producer may be able to reach a wider audience. ✓✓
- Manufacturers can achieve greater sales by using intermediaries. ✓✓
- The producer may not have the expertise or resources necessary to sell directly to the public. ✓✓
- The intermediary may be able to provide more efficient distribution logistics, for e.g. transporting the product to various points of sale. ✓✓
- Overall distribution costs may be lower using an intermediary than if the business undertook distribution itself, even when the intermediary's commission is taken into account. ✓✓
- Any other relevant answer related to the role of intermediaries in the distribution process.

Max (10)

1.3.6 Conclusion

- To handle the distribution of their products successful, manufacturers must know when to use direct or indirect channels of distribution. ✓✓
- Intermediaries are an integral part of distribution and manufacturers must use the correct intermediaries for their products. ✓✓
- Any other relevant answer related to the conclusion of the distribution policy.

Any (1 × 2) (2)

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Reasons for direct distribution	12	
Difference between direct and indirect distribution	12	
Distribution channels	12	
Role of intermediaries	10	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

Activity 10.5 Learner's Book page 152

1.1 Purposes of sales promotion

1.1.1 Purposes of sales promotion from the scenario

- This is done in order to inform new potential customers of current products. ✓
- GT also builds long-lasting relationships with existing customers. ✓

NOTE: 1 Mark the first TWO (2) answers only.

2 Do not award marks for quotes that were not quoted from the scenario.

(2 × 1) (2)

1.1.2 Other purposes of sales promotion for GT

- Increase/improve the number of products/services sold to customers/consumers./Increase the sales of products/services of the business. ✓✓
- Persuade/encourage immediate/instant/prompt purchases with potential customers/consumers. ✓✓
- Determine which sales promotion methods work the best/are the most effective at reaching the target market. ✓✓
- Provide customers with products/services equal to the value promoted in marketing communication. ✓✓
- Remind the target market about current/new products and the availability thereof. ✓✓
- Reconnect/Re-engage with the existing target market. ✓✓
- Improve overall brand awareness/brand reputation of the business with existing/new potential customers/consumers. ✓✓
- Improve customer loyalty with existing/new potential customers/consumers. ✓✓
- Activate dormant customers/consumers to purchase products/services. ✓✓
- Accept any other relevant answer related to other purposes of sales promotion for GT.

NOTE: 1 Mark the first FOUR (4) answers only.

2. Do not allocate marks for answers quoted in QUESTION 1.1.1.

Max (8)

1.1.3 Meaning of a marketing communication policy.

- The focus of the marketing communication policy is to increase/improve sales✓ and generate higher overall profitability for the business. ✓
- An integral part of the marketing communication policy is the effective/purposeful/specific communication of the products/services of the business✓ with existing/new potential customers/ consumers. ✓
- Strong/effective marketing communication must take place with customers/consumers✓ to maintain interest in the business/ purchasing products/services. ✓
- This is directed by information based on market research✓ that speaks to the needs/wants of customers/consumers. ✓
- The business makes all efforts to deliver the correct/right/appropriate marketing message to the right customer, through the right medium✓, at the right time to ultimately increases sales/profitability. ✓
- The business must have sound knowledge of the demographics/psychographics of their target market to apply the correct marketing communication medium. ✓
- The business uses its competitive advantage/unique selling proposition✓ to enhance its ability to increase sales. ✓
- Consistent/regular communication with customers/consumers✓ is a vital aspect of the marketing communication policy. ✓
- The application of the correct marketing avenues/mediums/principles will directly impact on the degree to which the business may influence✓ customers/consumers to purchase more products/services from the business. ✓
- Accept any other relevant answer related to the meaning of a marketing communication policy.

Max (4)

2.1 Examples of sales promotion

2.1.1 Examples of sales promotion from the scenario

EXAMPLES OF SALES PROMOTION	MOTIVATIONS
1. Sustainable/Green marketing ✓✓	Increased sales have occurred at various branches of Vilakazi Exclusive Stationers (VES) because of its active financial support of environmental causes. ✓
2. Customer loyalty cards ✓✓	Regular customers redeem points for purchases which can be exchanged for a special stationery pack. ✓
3. Bulk purchase deals ✓✓	Bulk discounts are offered to customers who buy in large quantities. ✓
4. Bundle discounts ✓✓	Customers receive a discount for purchasing an entire bundle that is packaged together. ✓
Submax (8)	Submax (4)

NOTE: 1 Award marks for the correct examples of sales promotion even if the quote is incomplete.

2 Do not award marks for the motivation if the examples of sales promotion were incorrectly identified.

Max (12)

2.1.2 Other examples of sales promotion

Buy one, get one free (BOGOF) ✓✓

- A sales promotion method whereby customers/consumers are persuaded to buy one product and get another product free of charge. ✓
- BOGOF is one of the most common examples of sales promotions used by businesses as the customer benefits from a free product as a result of the purchase. ✓
- Any other relevant answer related to buy one, get one free (BOGOF) as an example of sales promotion.

Example of promotion	2
Explanation	1
Submax	3

Free gifts ✓✓

- The business provides free gifts to customers/consumers for purchasing certain products/ services. ✓
- Free gifts are used to introduce customers/consumers to new products/products they might not have considered to previously purchase. ✓
- Any other relevant answer related to free gifts as an example of sales promotion.

Example of promotion	2
Explanation	1
Submax	3

Joint promotion ✓✓

- A sales promotion method in which the business promotes two or more/several products simultaneously, usually by associating compatible/related products/services/brands within the business or with other businesses. ✓
- Occurs when the business partners with other businesses/brands and packages/promotes products/services together to enhance sales and benefit all concerned parties/businesses/brands. ✓
- Any other relevant answer related to joint promotion as an example of sales promotion.

Example of promotion	2
Explanation	1
Submax	3

Point of sale promotion ✓✓

- Certain products are placed strategically in the business near the till check-out points/at the end/corner of aisles to encourage customers/consumers to purchase products. ✓
- Promotional material/posters are visible at strategic places within the store to prompt customers/consumers to purchase products. ✓
- Any other relevant answer related to point of sale promotion as an example of sales promotion.

Example of promotion	2
Explanation	1
Submax	3

Discounts/Discount coupons ✓✓

- The business provides a cash discount with the aid of a discount coupon to customers/ consumers. ✓
- The customer is inclined to purchase the products/services of the business because of a decrease in price. ✓
- Any other relevant answer related to discounts/discount coupons as an example of sales promotion.

Example of promotion	2
Explanation	1
Submax	3

Free samples ✓✓

- Free samples of certain products are provided to consumers/customers to increase brand awareness of the product. ✓
- This is done to trigger the psychology of ownership with the free sample, which means that the consumer/customer is likely to purchase the product if the sample was liked. ✓
- Any other relevant answer related to free samples as an example of sales promotion.

Example of promotion	2
Explanation	1
Submax	3

Charity promotions ✓✓

- A sales promotion whereby the business promotes that a portion of the sale of products/services will be donated to a specific charity/charitable cause. ✓
- The consumer supports the business because of the particular interest in the charity/charitable cause, and the business, in turn, increases revenue/sales. ✓
- Any other relevant answer related to charity promotions as an example of sales promotion.

Example of promotion	2
Explanation	1
Submax	3

Competitions ✓✓

- The business runs/manages a competition with customers/consumers whereby the winners of the competition will win a special prize. ✓
- The prize is usually a grand promotional item, and the business earns more sales in the process of promoting the competition. ✓
- Any other relevant answer related to competitions as an example of sales promotion.

Example of promotion	2
Explanation	1
Submax	3

Social media contests ✓✓

- Specific contests/competitions to improve sales of the business through various social media platforms. ✓
- The aim is to gain new customers/enhance interest of existing customers/gain more quality followers of the business on various social media platforms. ✓
- Any other relevant answer related to social media contests as an example of sales promotion.

Example of promotion	2
Explanation	1
Submax	3

Cashback promotions ✓✓

- The business provides customers/consumers with cashback for purchasing certain products/services. ✓
- Customers/consumers enjoy receiving cashback from the business/perceive that they are paying less for products/services. ✓
- Any other relevant answer related to cashback promotions as an example of sales promotion.

Example of promotion	2
Explanation	1
Submax	3

- NOTE: 1** Mark the first FOUR (4) answers only.
2 Do not allocate marks for answers quoted in QUESTION 2.1.1.

Max (12)

Breakdown of marks	
Question 2	Marks
2.1.1	12
2.1.2	12
TOTAL	24

Activity 10.6 Learner's Book page 155

1.1 AIDA principles

1.1.1 AIDA principles from the scenario

AIDA PRINCIPLES	MOTIVATIONS
1. Attract ✓✓	The advertisement used by Kulsum's Warme Koeksisters (KWK) grabbed the attention of new potential customers. ✓
2. Action ✓✓	The new customers have acquired a positive impression of the products that were advertised and consequently have purchased them from KWK. ✓
Submax (4)	Submax (2)

NOTE: 1 Award marks for the correct AIDA principles even if the quote is incomplete.
2 Do not award marks for the motivation if the AIDA principles were incorrectly identified.

Max (6)

1.1.2 Other AIDA principles

Interest ✓✓

- An essential/vital purpose of advertising is to spark/create interest in the product/service through the aid of the advertisement. ✓
- The advertisement must be original/entertaining/witty/punchy/informative/brief and result in a positive reaction by building/creating interest in the product/service. ✓
- The interest of customers/consumers can be captured by intentionally personalising the advertisement. ✓
- Capturing the interest of the customers/consumers is a challenging aspect because they easily lose interest if the advertisement is not relevant to them. ✓
- The business captures the interest of potential customers/consumers by proving that product/service is needed/adds value to the lives of customers/consumers. ✓
- The business must stay focused on the needs of customers/consumers by gaining/maintaining their interest and not only grabbing their attention. ✓
- Any other relevant answer related to interest as an AIDA principle.

AIDA principle	2
Explanation	1
Submax	3

Desire ✓

- The business is able to nurture consumer desire after it has successfully ✓ grabbed consumer attention and maintained interest in the product/service. ✓
- Positive arguments/sentiments are used to build up ✓ the desire for the product/service. ✓
- Promoting desire can include adding additional facts/features ✓ that customers/consumers already know about the product/service. ✓
- Numerous benefits of the product/service ✓ are highlighted/emphasised to maintain desire. ✓
- Desire is achieved when the business is able to establish ✓ an emotional connection between the product/service and the customer/consumer. ✓
- This stage is effective in providing the platform for the customer/consumer ✓ to make the final decision, which is to take action. ✓
- Any other relevant answer related to desire as an AIDA principle.

AIDA principle	2
Explanation	1
Submax	3

NOTE: 1 Mark the first TWO (2) answers only.
2 Do not allocate marks for answers quoted in QUESTION 1.1.1.

Max (6)

Breakdown of marks	
Question 2	Marks
1.1.1	6
1.1.2	6
TOTAL	12

Activity 10.7 | Learner's Book page 157

1.1 Advertising media

1.1.1 Main categories of advertising media from the scenario

ADVERTISING MEDIA	MOTIVATIONS
1. Web-based media ✓✓	Strydom Graphic Designers (SGD) uses the internet to advertise the various services offered by the business. ✓
2. Direct mail ✓✓	Physical forms of correspondence have been provided to the potential target market. ✓
Submax (4)	Submax (2)

NOTE: 1 Award marks for the correct main categories of advertising media even if the quote is incomplete.

2 Do not award marks for the motivation if the main categories of advertising media were incorrectly identified.

Max (6)

1.1.2 Examples of any ONE of the advertising media identified in QUESTION 1.1.1.

Web-based media

- Websites ✓
- Online magazines ✓
- Search engines ✓
- Banners ✓
- Email and SMS ✓

Submax (4)

Direct mail

- Brochures ✓
- Pamphlets/leaflets ✓
- Billboards ✓
- Directories ✓

Submax (4)

NOTE: 1 Mark examples of web-based media or direct mail only.

2 Mark the first FOUR (4) only.

Max (4)

1.1.3 Other main categories of advertising media

Printed media ✓✓

- A very common means of mass communication in the form of printed publications. ✓
- Printed media is a very important part of the marketing mix as it helps/aids the business to engage with their target market/potential target market. ✓
- Any other relevant answer related to printed media as a main category of advertising media.

Advertising media	2
Explanation	1
Submax	3

Broadcast media ✓✓

- Broadcast media is described as the distribution of audio and/or video content to a dispersed/large audience via any electronic mass communications medium. ✓
- This advertising medium is used to communicate/transmit a signal/message/content, such as audio or video programming to numerous receipts simultaneously over a communication network. ✓
- Any other relevant answer related to broadcast media as a main category of advertising media.

Advertising media	2
Explanation	1
Submax	3

**NOTE: 1 Mark the first TWO (2) main categories of advertising media only.
2 Do not allocate marks for answers quoted in QUESTION 1.1.1 and QUESTION 1.1.2.**

Max (6)

Activity 10.8 Learner's Book page 159

1.1 Publicity

1.1.1

EXAMPLES OF PUBLICITY	MOTIVATIONS
1. press releases ✓✓	A statement was released by KM on current business practices to members of the media. ✓
2. donations/sponsorships ✓✓	KM gained publicity for providing funding for computer literacy skills in the local community. ✓
Submax (4)	Submax (2)

NOTE: Do not award marks for motivation if the example of publicity was incorrectly identified.

Max (6)

1.1.2 Other examples of publicity

Internal publicity ✓✓

- Internal measures by the business to promote a positive business image such as the appearance of the store/organisational culture/service efficiency/means of addressing customers. ✓
- Internal publicity aims for the business to gain employee loyalty so that they continuously can present/portray a positive business image. ✓
- Accept any other relevant answer related to internal publicity as an example of publicity.

Example of publicity	2
Explanation	1
Submax	3

Competitions ✓✓

- Competitions are used to generate interest in the business and its products/service. ✓
- Competitions create/promote brand awareness with potential customers/consumers. ✓
- Accept any other relevant answer related to competitions as an example of publicity.

Example of publicity	2
Explanation	1
Submax	3

Free gifts/samples ✓✓

- The business provides free gifts/samples of new/existing products at various public events to essentially create brand awareness. ✓

- The target market/members of the public test/use the free gifts/samples which may essentially develop an interest in the business, and its operations/activities/brand/products/services. ✓
- Accept any other relevant answer related to free gifts/samples as an example of publicity.

Example of publicity	2
Explanation	1
Submax	3

Social media ✓✓

- The business can gain publicity on social media by creating a profile of the business and slowly grow the audience through the engagement/interaction of informative/thoughtful content. ✓
- Social media aims to engage the audience and to encourage users to share information about the business within their networks. ✓
- Accept any other relevant answer related to social media as an example of publicity.

Example of publicity	2
Explanation	1
Submax	3

Endorsements ✓✓

- An endorsement is a form of public support of the business by famous individuals such as successful entrepreneurs/celebrities/business practitioners, in which they achieve/command a high degree of recognition/trust/respect/awareness amongst members of the public. ✓
- Endorsements by famous individuals generate/draw attention to the business, and its operations/activities/brand/products and services. ✓
- Accept any other relevant answer related to endorsements as an example of publicity.

NOTE: Mark the first TWO (2) only.

Example of publicity	2
Explanation	1
Submax	3

Max (6)

1.1.3 Role of public relations in publicity

- Public relations aims to present a favourable image✓ of the business and its products/services. ✓
- Public relations strives for members of the public/external stakeholders✓ to view the business in a positive light. ✓
- There is a direct link✓ between public relations and publicity. ✓
- Public relations is concerned with strategic management/dissemination of information✓ to ensure that the business achieves specific communication aims/goals. ✓
- Public relations plays a critical role in developing positive publicity✓ and minimising the effects of negative publicity on the business. ✓
- The business can decide to manage its own public relations function✓ or outsource public relations services from an outside vendor because of specialised knowledge. ✓
- The public relations manager/function develops networks/sound relationships✓ with members of the media/press. ✓
- The public relations function provides regular information✓ to the media/press about the business/products/services/CSI initiatives/new branches/general business operations/activities. ✓
- The public relations function and marketing function are interconnected✓ and aim to establish/create/ build brand loyalty. ✓
- Any other relevant answer related to the role of public relations in publicity for KM.

Max (8)

Activity 10.9 Learner's Book page 161

1.1 Effectiveness of personal selling

1.1.1 Ways in which the effectiveness of personal selling in promoting a business product is demonstrated from the scenario

- Personal selling has improved customer confidence as the sales representative removed all misunderstandings with the prospective customer. ✓
- The prospective customer was provided with a detailed demonstration of the usability of the product. ✓

NOTE: 1 Mark the first TWO (2) answers only.

2 Do not award marks for quotes that are incomplete.

(2 × 1) (2)

1.1.2 Other ways in which the effectiveness of personal selling in promoting a business product could be demonstrated by the business

- Enhances/improves customer relationships/customer loyalty ✓ as it is an effective marketing communication tool that can be a powerful source of customer feedback. ✓
- Enhances/improves flexibility as the salesperson can tailor their presentations ✓ to fit the needs/motives/behaviour/preferences of individual customers/consumers. ✓
- Increases immediate sales ✓ as personal selling is directed at potential members of the target market. ✓
- Involves multiple sales tasks/skills ✓ such as selling/collecting payments/returning products/providing marketing information. ✓
- Encourages two-way communication between the salesperson and the customer/consumer ✓ and through this, the salesperson is able to provide immediate feedback to the customer/consumer. ✓
- Creates/Improves/Sustains brand awareness ✓ with existing/new customers/consumers. ✓
- Any other relevant answer related to other ways in which the effectiveness of personal selling in promoting a business product could be demonstrated by PAS.

NOTE: Do not award marks for responses that were quoted in Question 1.1.1.

Max (8)

Activity 10.10 Learner's Book page 169

1.1 Reasons why the informal sector prefers to use direct distribution

- The seller has control over the product. ✓✓
- There can be better end-user price as no intermediary costs. ✓✓
- They have direct contact with customers for feedback and improvements. ✓✓
- Well-trained sales staff are able to promote products effectively and establish good relationships with customers. ✓✓
- By cutting out the middleman, prices are lower. ✓✓
- Sales staff provides customer information for future market research. ✓✓
- Any other relevant answer related to the reasons why the informal sector use direct distribution.

Max (6)

1.2 Answers from the scenario

1.2.1 Methods of electronic marketing

- Mobile marketing ✓✓
- Twitter/Instagram ✓✓
- E-mail marketing ✓✓
- Website marketing ✓✓

Note: Mark the first FOUR (4) only.

(4 × 2) (8)

1.2.2 Impact of electronic marketing.

Advantages/Positives

- The cost is lower ✓ and there is a better return on investment. ✓

- It is a quicker process ✓ to get messages from customers. ✓
- Businesses will be able to use data ✓ from target markets. ✓
- There will be more interaction ✓ with end-users. ✓
- E-marketing will reduce costs ✓ of intermediaries. ✓
- It is a fast and successful way ✓ of brand visibility. ✓
- It will allow immediate feedback ✓ to businesses on consumer views. ✓
- Any other relevant answer related to the advantages of electronic marketing.

Max (8)

1.3 Restrictions and regulations that control foreign marketing

- Trade agreements are contractual arrangement ✓ between states concerning their trade relationships. ✓
- Custom tariffs or import duties are taxes ✓ placed on goods brought into South Africa or a foreign country. ✓
- South Africa wants to encourage exports to foreign countries ✓ and therefore provides a subsidy on certain goods and services that are exported. ✓
- Governments put laws in place to protect local industries. ✓ Goods that fall under these protection policies will have additional taxes added to them which makes them more expensive than local ones. ✓
- Any other relevant answer related to the restrictions and regulations that control foreign markets.

Max (8)

1.4. Ways in which SA businesses can enter into foreign marketing

- Businesses use direct exporting by selling directly into the market they chose. ✓✓
- The business use licencing when they transfer the rights to the use of a product or service to another firm. ✓✓
- Businesses can use Franchising when they use a reputable business model that can easily be transferred into other markets. ✓✓
- Some parts of the world required that businesses Partner with a business in that country. ✓✓
- Joint ventures are a particular form of partnership that involves the creation of a third independently managed company. ✓✓
- Buying an existing local company may be the most appropriate entry strategy. ✓✓
- If a business has a unique product or service that they sell to large domestic firms that are currently involved in foreign markets, the business may want to approach them to see if their service or product can be included in their inventory for international markets. ✓✓
- A turnkey project is where the facility is built from the ground up and turned over to the client ready to go- turn the key and the plant is operational. ✓✓
- A Greenfield investment is where you buy the land, build the facility and operate the business on an ongoing basis in a foreign market. ✓✓
- Any other relevant answer related to ways in which SA businesses can enter into foreign markets.

Max (10)

Consolidation

Learner's Book page 170

QUESTION 1

1.1 Crossword puzzle 1

DOWN		ACROSS	
1	Attract	2	Joint promotion
3	Printed media	4	Endorsements
5	Charity promotions	6	Web-based media
7	Marketing communication policy	8	Sustainable marketing
9	Personal selling	10	Desire
11	Publicity	12	Point of sale promotion

[12 × 2 = 24]

1.2 Crossword puzzle 2

DOWN		ACROSS	
1	Transport	2	Technical implementations
3	Direct distribution	4	Action
5	Pricing policy	6	Intermediaries
7	Press release	8	Maturity stage
9	Wholesalers	10	Direct mail
11	Buy one get one free	12	Cost-based pricing

[12 × 2 = 24]

1.3 Crossword puzzle 3

DOWN		ACROSS	
1	Competition-based pricing	2	Distribution channel
3	Introduction stage	4	Trademark
5	Broadcast media	6	Risk bearing
7	social media	8	Commercialisation
9	Storage	10	Indirect distribution
11	Customer loyalty cards	12	Business analysis

[12 × 2 = 24]

QUESTION 2

2.1 Choose the correct answer

- 2.1.1 A ✓✓
- 2.1.2 B ✓✓
- 2.1.3 D ✓✓
- 2.1.4 B ✓✓
- 2.1.5 C ✓✓
- 2.1.6 A ✓✓
- 2.1.7 B ✓✓
- 2.1.8 B ✓✓
- 2.1.9 D ✓✓
- 2.1.10 D ✓✓

(10 × 2) (20)

QUESTION 3

3.1 Steps of product design from given statements

- 3.1.1 Testing and developing the concept ✓✓
- 3.1.2 Generating a new idea ✓✓
- 3.1.3 Commercialisation ✓✓
- 3.1.4 Screen and evaluate the idea ✓✓
- 3.1.5 Market testing ✓✓

(5 × 2) (10)

3.2 Meaning of the marketing communication policy

- The focus of the marketing communication policy is to increase/improve sales✓ and generate higher overall profitability for the business. ✓
- An integral part of the marketing communication policy is the effective/purposeful/specific communication of the products/services of the business✓ with existing/new potential customers/ consumers. ✓
- Strong/effective marketing communication must take place with customers/consumers✓ to maintain interest in the business/ purchasing products/services. ✓
- This is directed by information based on market research✓ that speaks to the needs/wants of customers/consumers. ✓
- The business makes all efforts to deliver the correct/right/appropriate marketing message to the right customer, through the right medium✓, at the right time to ultimately increase sales/profitability. ✓

- The business must have sound knowledge of the demographics/psychographics of their target market to apply the correct marketing communication medium. ✓
- The business uses its competitive advantage/unique selling proposition ✓ to enhance its ability to increase sales. ✓
- Consistent/regular communication with customers/consumers ✓ is a vital aspect of the marketing communication policy. ✓
- The application of the correct marketing avenues/mediums/principles will directly impact the degree to which the business may influence ✓ customers/consumers to purchase more products/services from the business. ✓
- Any other relevant answer related to the meaning of a marketing communication policy.

Max (4)

3.3 Marketing activities

3.3.1 Marketing activities from the scenario

MARKETING ACTIVITIES	MOTIVATIONS
1. Standardisation and grading ✓✓	Iviwe Dzulane Manufacturers ensures that products are produced according to the same standards regarding appearance and size. ✓
2. Financing ✓✓	IDM is required to obtain funds to ensure that business activities could operate effectively in pursuit of organisational objectives. ✓
Submax (4)	Submax (2)

**NOTE: 1 Award marks for the correct marketing activities even if the quote is incomplete.
2 Do not award marks for the motivation if the marketing activities were incorrectly identified.**

Max (6)

3.3.2 Other marketing activities

Storage ✓✓

- Refers to the act of keeping the products at a facility for safekeeping/preservation after the manufacturing thereof. ✓
- Storage ensures that sufficient products will be available to meet the demand for the products. ✓
- The production of products on a large scale required the storage of such products. ✓
- Bridges the gap between production and consumption. ✓
- Storage ensures that products are preserved to meet future demands thereof. ✓
- Any other relevant answer related to storage as a marketing activity that could be applied by IDM.

Marketing activity	2
Explanation	1
Submax	3

Transport ✓✓

- Refers to the movement of products from one place to another place. ✓
- The production of products on large scale requires the transport thereof to markets all over the country
- Transport makes it possible for certain products to be exported to other countries. ✓
- Transport ensures that the final products reach the consumer when it is required. ✓
- Different modes of transport are available to manufacturers, e.g. road, sea, air, pipelines and rail. ✓
- Any other relevant answer related to transport as a marketing activity that could be applied by IDM.

Marketing activity	2
Explanation	1
Submax	3

Risk-bearing ✓✓

- Investments in a business opportunity are subject to constant risks, despite positive results predicted. ✓
- Entrepreneurs/Shareholders could lose the full investment amount should the business not succeed. ✓
- Risk-bearing provides businesses with the opportunity to reduce losses incurred should a business venture not succeed by sharing the risk with another party. ✓

- The first risk-bearer of a business venture is the entrepreneur/shareholders in a business. ✓
- Insurance companies are prepared to share certain risks with the entrepreneur/shareholders. ✓
- Any other relevant answer related to risk-bearing as a marketing activity that could be applied by IDM.

Marketing activity	2
Explanation	1
Submax	3

Buying & selling ✓✓

- The acts of buying and selling are integral parts of any business activity. ✓
- Buying and selling refers to the process of exchanging goods/services for money. ✓
- Manufacturers would buy raw materials, convert them into finished products and sell the products to consumers. ✓
- Consumers buys the finished products for consumption. ✓
- Any other relevant answer related to storage as a marketing activity that could be applied by IDM.

Marketing activity	2
Explanation	1
Submax	3

NOTE: 1 Mark the first TWO (2) answers only.

2 Do not allocate marks for answers that were identified in QUESTION 3.3.1.

Max (6)

3.4 Factors influencing pricing

Input costs ✓✓

- The higher the input costs, the higher the final price. ✓
- An increase in transport could increase the final price. ✓
- Any other relevant answer related to input costs as a factor influencing pricing.

Factor	2
Explanation	1
Submax	3

Demand for the product ✓✓

- The higher the demand, the higher the production volume, the lower the input costs, the lower the final price. ✓
- Any other relevant answer related to the demand for the product as a factor influencing pricing.

Factor	2
Explanation	1
Submax	3

Target market ✓✓

- The income level of the target market could influence the price of a product. ✓
- Any other relevant answer related to the target market as a factor influencing pricing.

Factor	2
Explanation	1
Submax	3

Type of product ✓✓

- Luxury products can be priced higher. ✓
- Any other relevant answer related to the type of product as a factor influencing pricing.

Factor	2
Explanation	1
Submax	3

The pricing technique is used to determine the price ✓✓

- Promotional pricing could be lower than demand-oriented pricing. ✓
- Any other relevant answer related to the pricing technique is used to determine the price as a factor influencing pricing.

Factor	2
Explanation	1
Submax	3

Competitive and substitute products ✓✓

- If there are similar products that could replace a product, a high price may result in a loss of sales to the substitute. ✓
- If the price and demand for complementary goods increase, the other product may increase at the same rate, for example, prices of computers and keyboards may increase at the same time. ✓
- Any other relevant answer related to input costs as factors influencing pricing.

Factor	2
Explanation	1
Submax	3

The economic climate and availability of goods and services ✓✓

- If there is a shortage of a certain product, people are prepared to pay more for it. ✓
- Any other relevant answer related to the economic climate and availability of goods and services as a factor influencing pricing.

NOTE: Mark the first TWO (2) only.

Factor	2
Explanation	1
Submax	3

Max (6)

3.5 Purposes of packaging

3.5.1 Purposes of packaging from the scenario

- Liam Elias Enterprises produces products that are correctly contained within the packaging to protect them from harm. ✓
- LEE packages products to attract the attention of consumers. ✓

NOTE: 1 Mark the first TWO (2) answers only.

2 Do not award marks for were not quoted from the scenario.

(2 × 1) (2)

3.5.2 Other purposes of packaging

- Promote the marketing of a product. ✓✓
- Prevent a product from getting spoilt. ✓✓
- Prevent tampering or theft of a product. ✓✓
- Improve convenience in the use or storage of a product. ✓✓
- Identify products. ✓✓
- Differentiate the product from other competing goods. ✓✓
- Contribute to the profitability of the business through sales and use of resources. ✓✓
- Link the product to the promotion strategy used to promote the product. ✓✓
- Any other relevant answer related to other purposes of packaging that could be demonstrated by LEE.

NOTE: 1 Mark the first THREE (3) answers only.

2 Do not allocate marks for answers quoted in QUESTION 3.5.1.

Max (6)

QUESTION 4

4.1 Examples of advertising media

- Printed media ✓
- Broadcast media ✓
- Direct mail ✓
- Web-based media ✓

NOTE: Mark the first THREE (3) answers only.

Max (3 × 1) (3)

4.2 Meaning of sales promotion

- Sales promotion can be described/defined as various marketing methods which are aimed at stimulating/increasing/improving consumer demand ✓ in particular products/services of the business. ✓
- A marketing strategy used by the business to promote products/services of the business ✓ through short-term attractive initiatives to stimulate demand/increase sales. ✓
- The different undertakings/approaches/methods of the business ✓ designed to increase sales by persuading existing/new customers/consumers to become members of the target market of the business. ✓
- Sales promotion is used by the business to complement ✓ other/existing promotion methods. ✓
- Refer to short-term customer-orientated strategies applied by the business ✓ to increase/improve sales of products/services. ✓
- Any other relevant answer related to the meaning of sales promotion.

Max (6)

4.3 Role of public relations in publicity

- Public relations aims to present a favourable image ✓ of the business and its products/services. ✓
- Public relations strives for members of the public/external stakeholders ✓ to view the business in a positive light. ✓
- There is a direct link ✓ between public relations and publicity. ✓
- Public relations is concerned with strategic management/dissemination of information ✓ to ensure that the business achieves specific communication aims/goals. ✓
- Public relations plays a critical role in developing positive publicity ✓ and minimising the effects of negative publicity on the business. ✓
- The business can decide to manage its own public relations function ✓ or outsource public relations services from an outside vendor because of specialised knowledge. ✓
- The public relations manager/function develops networks/sound relationships ✓ with members of the media/press. ✓
- The public relations function provides regular information ✓ to the media/press about the business/ products/ services/CSI initiatives/new branches/general business operations/activities. ✓
- The public relations function and marketing function are interconnected ✓ and aim to establish/create/ build brand loyalty. ✓
- Any other relevant answer related to the role of public relations in publicity.

Max (6)

4.4 Sales promotion

4.4.1 Example of sales promotion from the scenario

- Buy one, get one free/BOGOF ✓✓ (2)
- Motivation:
- Chumalemfundo Electronics (CE) is offering an additional television at no cost to customers for every television purchased. ✓ (1)

NOTE: 1 Award marks for the correct example of sales promotion even if the quote is incomplete.

2 Do not award marks for the motivation if the example of sales promotion was incorrectly identified.

Max (3)

4.4.2 Other examples of sales promotion

- Customer loyalty cards ✓
- Free gifts ✓
- Joint promotion ✓
- Point of sale promotion ✓
- Discounts/Discount coupons ✓
- Free samples ✓
- Bundle discounts ✓
- Charity promotions ✓
- Competitions ✓
- Bulk purchase deals ✓
- Social media contests ✓
- Cash back promotions ✓
- Sustainable/Green marketing ✓
- Any other relevant answer related to other examples of sales promotion that could be applied by CE.

NOTE: Mark the first FOUR (4) answers only.

Max (4)

4.5 Effectiveness of personal selling in promoting a business product

- Enhances/improves customer relationships/customer loyalty ✓ as it is an effective marketing communication tool that can be a powerful source of customer feedback. ✓
- Enhances/improves flexibility as the salesperson can tailor their presentations ✓ to fit the needs/motives/behaviour/preferences of individual customers/consumers. ✓
- Increases immediate sales ✓ as personal selling is directed at potential members of the target market. ✓
- Involves multiple sales tasks/skills ✓ such as selling/collecting payments/returning products/providing marketing information. ✓
- Encourages two-way communication between the salesperson and the customer/consumer ✓ and through this, the salesperson is able to provide immediate feedback to the customer/consumer. ✓
- Provides detailed demonstrations of the usability of the product ✓ with the prospective customer/consumer. ✓
- Increases/Improves customer confidence as the salesperson ✓ removes all doubts/objections/misunderstandings of the prospective customer/consumer. ✓
- Creates/Improves/Sustains brand awareness ✓ with existing/new customers/consumers. ✓
- Any other relevant answer related to the effectiveness of personal selling in promoting a business product.

Max (6)

QUESTION 5

5.1 Introduction

- Once products have been developed, produced and priced, they need to be made available to consumers at the right place at the right time. ✓
- Distribution involves all processes/methods aimed at getting the goods/services to customers/consumers. ✓
- Products need to be distributed to the target market in the best possible and convenient way. ✓
- Intermediaries (middlemen) assist businesses to distribute and sell their goods or services. ✓
- The channel of distribution is the route/path by which the goods or services go through to get to customers. ✓
- Direct distribution channel is described as the situation whereby producers sell their goods directly to customers without using any intermediaries. ✓
- Indirect distribution channel is described as the situation where the manufacturers/producers make use of intermediaries (middlemen) to distribute and sell their goods. ✓
- Any other relevant introduction related to direct and indirect channels of distribution/types of intermediaries/role of intermediaries in the distribution process/reasons why manufacturers may prefer to make use of direct distribution methods.

Any (2 × 1) (2)

5.2 Distinction between direct and indirect channels of distribution

DIRECT CHANNELS OF DISTRIBUTION	INDIRECT CHANNELS OF DISTRIBUTION
The channel is organised and managed by the business itself. ✓✓	The channel relies on intermediaries to perform most or all distribution functions. ✓✓
Firms that use direct distribution require their own logistics teams and transport vehicles. ✓✓	Firms that use indirect distribution have to set up relationships with third-party selling systems. ✓✓
Channels allow the customer to buy directly from the producer. ✓✓	Channel moves the product through other distribution channels to get to the consumer. ✓✓
The price of the product is reasonable. ✓✓	The price of the product is quite high. ✓✓
Any other relevant answer related to direct channels of distribution.	Any other relevant answer related to indirect channels of distribution.
Submax (6)	Submax (6)

- NOTE: 1** The answer does not have to be in tabular format.
2 The difference does not have to link but they must be clear.
3 Award a maximum of SIX (6) marks if the difference is not clear/mark either direct or indirect channels of distribution only.

Max (12)

5.3 Different types of intermediaries

Wholesalers ✓✓

- They buy products in bulk from manufacturers✓, store them in warehouses and then sell them in smaller quantities to retailers. ✓
- Example Cash and Carry, Makro. ✓
- Any other relevant answer related to wholesalers as a type of intermediary.

Submax (4)

Agents ✓✓

- They act as representatives✓ for manufacturers and wholesalers. ✓
- They don't take ownership✓ of products. ✓
- They create a link✓ between the manufacturers and the retailers. ✓
- They earn commission✓ on sales. ✓
- Examples: The sale of cars, property or beauty products. ✓
- Any other relevant answer related to agents as a type of intermediary.

Submax (4)

Retailers ✓✓

- They buy goods in large quantities from manufacturers and wholesalers✓ and sell to customers in smaller quantities. ✓
- Example: Pick n Pay, Edgars, Shoprite etc. ✓
- Any other relevant answer related to retailers as a type of intermediary.

Submax (4)

Brokers ✓✓

- Are sales intermediaries✓ who don't take ownership of the product. ✓
- They have a short relationship with customers✓, the relationship ends once the transaction is concluded. ✓
- Example: Insurance brokers, wool brokers, stockbrokers. ✓
- Any other relevant answer related to brokers as a type of intermediary.

Submax (4)

NOTE: Mark the first FOUR (4) types of intermediaries only.

Max (16)

5.4 Role of intermediaries in the distribution process

- Assisting in finding and locating customers✓ on behalf of the producer. ✓
- Undertaking the promotion and distribution✓ of the products. ✓
- Assisting in✓ transporting, sorting, and storing the products. ✓
- Negotiating with customers in order to reach certain prices✓ in order to shift ownership of products. ✓
- Undertaking crucial functions✓ such as assembling/grading/packaging of products. ✓

- Providing information on the needs/wants✓ of customers/consumers and other role players in the market. ✓
- Any other relevant answer related to the role of intermediaries in the distribution process.

Max (8)

5.5 Reasons why manufacturers may prefer to make use of direct distribution methods

- Manufacturers want complete control over the marketing process. ✓✓
- Manufacturers sell goods more effectively than intermediaries do. ✓✓
- Manufacturers are better able to know their consumers. ✓✓
- Suitable intermediaries may not be available. ✓✓
- Services such as transport, re-sorting of products or financing are not offered by intermediaries. ✓✓
- Products become too expensive if intermediaries are used. ✓✓
- Intermediaries are not willing to sell those particular goods for the manufacturer. ✓✓
- Any other relevant answer related to the reasons why manufacturers may prefer to make use of direct distribution methods.

Max (10)

5.6 Conclusion

- Intermediaries (middlemen) act as negotiators and mediators between the producers and the customers and play a significant role in the manner in which goods/services are made available to consumers. ✓✓
- The business must consider whether it will make use of direct or indirect channels of distribution as it has a financial impact on the final price charged to consumers. ✓✓
- Any other relevant conclusion related to direct and indirect channels of distribution/types of intermediaries/role of intermediaries in the distribution process/reasons why manufacturers may prefer to make use of direct distribution methods.

Any (1 x 2) (2)

[40]

Question 7: Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
7.1 Introduction	2	Max 32
7.2 Distinction between direct and indirect channels of distribution	12	
7.3 Different types of intermediaries	16	
7.4 Role of intermediaries in the distribution process	8	
7.5 Reasons why manufacturers may prefer to make use of direct distribution methods	10	
7.6 Conclusion	2	
INSIGHT	8	
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

QUESTION 6

6.1 Introduction

- The focus of the marketing communication policy is to increase/improve sales and generate higher overall profitability for the business. ✓
- An integral part of the marketing communication policy is the effective/purposeful/specific communication of the products/services of the business with existing/new potential customers/consumers. ✓
- Strong/effective marketing communication must take place with customers/consumers to maintain interest in the business/ purchasing products/services. ✓
- Advertising is paid messages of communication from the business to members of the public/customers/consumers/ target market/potential target market. ✓
- It is a marketing communication activity in which the business pays for a space to promote its products/services. ✓
- Publicity can be described as a free form of non-personal communication that the business and its brand/products/ services can receive through various forms of mass media. ✓
- Publicity creates public awareness of the business, its brand/products/services through media coverage/other forms of communication. ✓

- Personal selling is a form of face-to-face selling in which the salesperson tries to convince/persuade the customer/consumer to purchase the product/service. ✓
- Any other relevant introduction related to sales promotion as a component of the marketing communication policy/ purpose of advertising/effectiveness of personal selling in promoting a business product/role of public relations in publicity.

Any (2 × 1) (2)

6.2 Sales promotion as a component of the marketing communication policy

- Sales promotion can be described/defined as various marketing methods which are aimed at stimulating/increasing/improving consumer demand in particular products/services of the business. ✓✓
- A marketing strategy used by the business to promote products/services of the business through short-term attractive initiatives to stimulate demand/increase sales. ✓✓
- The different undertakings/approaches/methods of the business are designed to increase sales by persuading existing/new customers/consumers to become members of the target market of the business. ✓✓
- Sales promotion is used by the business to complement other/existing promotion methods. ✓✓
- Refer to short-term customer-orientated strategies applied by the business to increase/improve sales of products/services. ✓✓
- Any other relevant answer related to sales promotion as a component of the marketing communication policy.

Max (10)

6.3 Principles of advertising

Attract ✓✓

- An advertisement should immediately grab/attract✓ the attention of potential customers. ✓
- Businesses often include/incorporate advertisements✓ as a disruption/interference. ✓
- The disruption/interference is achieved by strategically placing advertisements✓ in unexpected places/situations by using techniques such as guerrilla marketing. ✓
- The business will use a personalised approach✓ to attract the attention of more customers/consumers. ✓
- The use of powerful words/pictures that are eye-catching✓ is used to grab the attention of customers/consumers. ✓
- The message used to attract the attention of✓ potential customers/consumers should be highly creative. ✓
- Any other relevant answer related to attract as an AIDA principle.

AIDA principle	2
Explanation	2
Submax	4

Interest ✓✓

- An essential/vital purpose of advertising is to spark/create interest✓ in the product/service through the aid of the advertisement. ✓
- The advertisement must be original/entertaining/witty/punchy/informative/brief✓ and result in a positive reaction by building/creating interest in the product/service. ✓
- The interest of customers/consumers can be captured✓ by intentionally personalising the advertisement. ✓
- Capturing the interest of the customers/consumers is a challenging aspect✓ because they easily lose interest if the advertisement is not relevant to them. ✓
- The business captures the interest of potential customers/consumers✓ by proving that product/service is needed/ adds value to the lives of customers/consumers. ✓
- The business must stay focused on the needs of customers/consumers✓ by gaining/maintaining their interest and not only grabbing their attention. ✓
- Any other relevant answer related to interest as an AIDA principle.

AIDA principle	2
Explanation	2
Submax	4

Desire ✓✓

- The business is able to nurture consumer desire✓ after it has successfully grabbed consumer attention and maintained interest in the product/service. ✓
- Positive arguments/sentiments are used to build up✓ the desire for the product/service. ✓
- Promoting desire can include adding additional facts/features✓ that customers/consumers already know about the product/service. ✓

- Numerous benefits of the product/service ✓ are highlighted/emphasised to maintain desire. ✓
- Desire is achieved when the business is able to establish ✓ an emotional connection between the product/service and the customer/consumer. ✓
- This stage is effective in providing the platform ✓ for the customer/consumer to make the final decision, which is to take action. ✓
- Any other relevant answer related to desire as an AIDA principle.

AIDA principle	2
Explanation	2
Submax	4

Action ✓✓

- Customers/Consumers who have reached the action stage ✓, have acquired a positive impression of the product/service that was advertised and now would like to make the purchase. ✓
- The action stage is dependent on the effective/successful ✓ implementation of strategies used in the previous three stages. ✓
- Customers/Consumers only take action once they believe ✓ that a benefit would be derived/gained from the product/service. ✓
- Advertisements that aim to initiate action ✓ in the customer/consumer usually have a specific call-to-action. ✓
- Customers/Consumers are persuaded/compelled/moved ✓ to take action because of low-friction, but often high-incentive calls-to-action. ✓
- The longevity/financial sustainability of the business is dependent on the positive relations ✓ upheld/maintained/fostered with existing/potential customers/consumers. ✓
- Any other relevant answer related to action as an AIDA principle.

AIDA principle	2
Explanation	2
Submax	4

NOTE: Mark the first FOUR (4) only.

Max (16)

6.4 Effectiveness of personal selling in promoting a business product

- Enhances/improves customer relationships/customer loyalty ✓ as it is an effective marketing communication tool that can be a powerful source of customer feedback. ✓
- Enhances/improves flexibility as the salesperson can tailor their presentations ✓ to fit the needs/motives/behaviour/preferences of individual customers/consumers. ✓
- Increases immediate sales ✓ as personal selling is directed at potential members of the target market. ✓
- Involves multiple sales tasks/skills ✓ such as selling/collecting payments/returning products/providing marketing information. ✓
- Encourages two-way communication between the salesperson and the customer/consumer ✓ and through this, the salesperson is able to provide immediate feedback to the customer/consumer. ✓
- Provides detailed demonstrations of the usability of the product ✓ with the prospective customer/consumer. ✓
- Increases/Improves customer confidence as the salesperson ✓ removes all doubts/objections/misunderstandings of the prospective customer/consumer. ✓
- Creates/Improves/Sustains brand awareness ✓ with existing/new customers/consumers. ✓
- Any other relevant answer related to the effectiveness of personal selling in promoting a business product.

Max (10)

6.5 Role of public relations in publicity

- Public relations aims to present a favourable image of the business and its products/services. ✓✓
- Public relations strives for members of the public/external stakeholders to view the business in a positive light. ✓✓
- There is a direct link ✓ between public relations and publicity. ✓✓
- Public relations is concerned with strategic management/dissemination of information to ensure that the business achieves specific communication aims/goals. ✓✓
- Public relations plays a critical role in developing positive publicity and minimising the effects of negative publicity on the business. ✓✓
- The business can decide to manage its own public relations function or outsource public relations services from an outside vendor because of specialised knowledge. ✓✓

- The public relations manager/function develops networks/sound relationships with members of the media/press. ✓✓
- The public relations function provides regular information to the media/press about the business/products/services/CSI initiatives/new branches/general business operations/activities. ✓✓
- The public relations function and marketing function are interconnected and aim to establish/create/ build brand loyalty. ✓✓
- Any other relevant answer related to the role of public relations in publicity.

Max (10)

6.6 Conclusion

- The business must have sound knowledge of the demographics/psychographics of their target market to apply the correct marketing communication medium. ✓✓
- The business uses its competitive advantage/unique selling proposition to enhance its ability to increase sales. ✓✓
- Consistent/regular communication with customers/consumers is a vital aspect of the marketing communication policy. ✓✓
- The application of the correct marketing avenues/mediums/principles will directly impact on the degree to which the business may influence customers/consumers to purchase more products/services from the business. ✓✓
- Advertising creates awareness of whatever products/services are being offered by the business through creative positioning and using different advertising mediums. ✓✓
- Publicity is vital/important as it helps the business increase awareness/visibility while establishing a worthwhile business from which to purchase products/services. ✓✓
- Any other relevant conclusion related to sales promotion as a component of the marketing communication policy/ purpose of advertising/effectiveness of personal selling in promoting a business product/role of public relations in publicity.

Any (1 × 2) (2)
[40]

Question 8: Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
8.1 Introduction	2	Max 32
8.2 Sales promotion as a component of the marketing communication policy	10	
8.3 Purpose of advertising	16	
8.4 Effectiveness of personal selling in promoting a business product	10	
8.5 Role of public relations in publicity	10	
8.6 Conclusion	2	
INSIGHT	8	
TOTAL MARKS		40

LASO – For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if some requirements are met.
Allocate 0 marks where requirements are not met at all.

QUESTION 7

7.1 Definition of electronic marketing

- E-marketing is a process of planning and executing the conception, distribution, promotion, and pricing of products and services in ✓ a computerised, networked environment, ✓
- Any other relevant answer related to the definition of electronic marketing.

Max (2)

7.2 Examples of electronic marketing

- E-mail marketing ✓
- Websites ✓
- Search engine marketing ✓
- Mobile marketing ✓
- Banner' marketing ✓
- Social networking/Facebook/Instagram/Twitter ✓
- Blogging ✓
- YouTube ✓

- Viral marketing✓
- SMS marketing✓
- Any other relevant answer related to examples of electronic marketing.

NOTE: Mark the first FIVE (5) answers only.

Any (5 × 1)

7.3 Advantages of marketing in the informal sector

- It is easy and inexpensive to enter the informal sector. ✓✓
- No education is needed to enter the informal sector. ✓✓
- It provides job opportunities for unemployed people✓✓
- Gives people the opportunity to be entrepreneurs and learn about business. ✓✓
- People who are unemployed in the informal sector gain working experience that enables them to qualify for job opportunities in the formal sector. ✓✓
- There is a great deal of interaction between the formal and the informal sectors. ✓✓
- There is little competition in the informal sector. ✓✓
- Provides needed goods and services in proximity to the market. ✓✓
- Any other relevant answer related to the advantages of marketing in the informal sector.

Max (8)

7.4 Ways in which the informal sector uses indirect distribution

- Farmers may deliver their produce✓ to the spaza shops. ✓
- Spaza shops purchase their stock✓ from wholesalers. ✓
- Many informal businesses rely on agents✓ to distribute information or carry out services. ✓
- Retailers in the informal sector may purchase products from the wholesalers✓ in order to sell them in the informal market. ✓
- Any other relevant answer related to ways in which the informal sector uses indirect distribution.

Max (6)

7.5 Alignment of the production function to meet global demand.

- Products might need to be adapted, modified or redesigned✓ to suit different customer needs. ✓
- Production methods and quality management systems implemented by a business ✓ can change as some countries have strict quality and safety requirements. ✓
- All countries have different standards in terms of quality. ✓ Export products have to meet the international standards. ✓
- Although exports bring money into the country's transportation, ✓ customs duties can add up and potentially make the good or service very expensive. ✓
- Processes should be as efficient as possible✓ and that the most appropriate process is used for the particular good or service✓
- The laws relating to trade vary from country to country✓ and a South African business may experience difficulties unless research into safety, quality and packaging regulations are taken into account. ✓
- New sources of raw materials/labour may mean that new production facilities can be developed in a foreign country, ✓ leading to globalisation of production as well as sales.✓
- Any other relevant answer related to the alignment of the production function to meet global demand.

Max (8)

TOPIC 11 Production function

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> • Topic should be introduced through role play. Learners should be tasked with creating basic product. Alternately a short video clip should be played to class. • Class discussion should ensue to generate discussion on efficacy of methods of production illustrated. • Concepts can be established in this way. • The difference between the different concepts like mass, job and batch can be effectively illustrated through use of table. • Use visual aids like pictures, newspapers, magazines, video clips and role play etc. to demonstrate systems. 	<ul style="list-style-type: none"> • Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, • Production function systems • Production planning • Safety and management • Quality control • Production costs • Ensure that learners are aware of all the content that must be covered. • Use new terms in every lesson, elaborate on the meaning and context of each, • and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. • Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. • Indicate the key words used in the topic. • Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. • Use the notes to markers, of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly • Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.

Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. The teaching and learning process should focus on the quality indicators of each business function. Grade 10 and 11 teachers are expected to provide learners with detailed descriptions, which will be extended in the Grade 12 academic year through adequate instruction and assessment activities 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. Refer to national and provincial examination papers.

Memoranda to activities

Activity 11.1 Learner's Book page 184

1.1.1 Production systems from a scenario

PRODUCTION SYSTEMS	MOTIVATIONS
a) Job production ✓✓	Lazy Chair Enterprises is a company that specialises in making handmade, comfortable garden furniture to each customer's specifications. ✓
b) Batch production ✓✓	With the new system, a number of products will be completed before another set is produced. ✓
Submax (4)	Submax (2)

NOTE: 1 No marks must be awarded for motivations if the production system was not identified correctly.

Max (6)

1.1.2 Characteristics of job production

- Each client will give his/her unique ideas ✓ that must be included in the final product. ✓
- The machines used tend to be for general purposes ✓ and can be used for different products. ✓
- Cost of items will be higher ✓ because products are customised. ✓
- The quality of each product is excellent ✓ because it is made to the customer's specifications. ✓
- Workers are well skilled ✓ and the cost of workers will be higher. ✓
- Process takes longer ✓ because each item is unique. ✓
- Raw material cannot be bought in bulk ✓ and will cost more. ✓
- Any other relevant answer related to the characteristics of job production.

Max (8)

OR

Characteristics of batch production

- Products are not produced continuously ✓ but rather in batches ✓
- There can be flexibility ✓ and a variety of different products. ✓
- The machinery used is not as expensive ✓ as those used in mass production ✓
- Workers can specialise in certain a part of the process ✓ which will increase their productivity ✓
- The quantity of the batches can be changed easily ✓ and will reduce wastage ✓
- New products ✓ can easily be included in the production process. ✓

- The cost can be higher than mass production ✓ but not too high because large catches of similar products can be produced. ✓
- Larger quantities of raw material and final goods need to be stored and kept ✓ to accommodate different products and clients ✓
- There can be time delays ✓ in waiting for one batch to finish before the new batch started ✓
- Any other relevant answer related to the characteristics of batch production.

Max (8)

1.2 Characteristics of a mass production system

- Large amounts of standardized products ✓ will flow through the system. ✓
- Products are identical ✓ and go through the same process. ✓
- Products move on an assembly line or production line ✓ to the next station. ✓
- Each worker is trained to do a specific job ✓ and specialises in that job. ✓
- The equipment and machinery that are used are highly specialized ✓ and expensive. ✓
- Mass production speeds up the production process ✓ and reduces the cost of production.
- The unit cost ✓ of the products is cheaper. ✓
- The mass production process is inflexible ✓ and can't accommodate new products. ✓
- The quality of products are the same ✓ and quality control can be planned carefully executed. ✓
- Any other relevant answer related to the characteristics of mass production.

Max (8)



Activity 11.2

Learner's Book page 187

1.1 Complete the statements

- 1.1.1** dispatching ✓✓
- 1.1.2** routing ✓✓
- 1.1.3** inspection ✓✓
- 1.1.4** scheduling ✓✓

(4 × 2) (8)

2.1 Aspects to consider during production planning

- Planning ✓
- Routing ✓
- Scheduling ✓
- Loading ✓

(4 × 1) (4)

2.2 Three aspects that must be considered during production control

Dispatching ✓✓

- This stage of the process involves issuing production orders to start production. ✓
- It converts planning into action. ✓
- Dispatch is therefore the process of identifying the person who will do the work and supplying him/her with specifications and a materials list. ✓

Sub max (3)

Inspection ✓✓

- Inspection involves checking the quality of the process and the final product. ✓
- It can be done at regular intervals during the production process, and at the end. ✓
- During the control process, the legal and regulatory processes are also checked to ensure that the necessary standards are met. ✓

Sub max (3)

Follow-up ✓✓

- During the follow-up process, the business makes sure the scheduling and production systems are running according to plan. ✓
- Following up on the progress is essential and helps to prevent bottlenecks and misunderstandings. ✓

Sub max (3)

Corrective action ✓✓

- Corrective action must involve any adjustments to the planning process. ✓
- Corrective actions can include service and repairing of machines. ✓
- Corrective action can include adjustments on routing, scheduling and loading. ✓

NOTE: Mark the first THREE (3) answers only.

Sub max (3)
Max (9)

Activity 11.3 Learner's Book page 192

1.1 Precautionary measures for handling machinery at DC

- David Construction familiarises its employees with the safety procedures at work ✓
- They also train employees on how to use the machinery correctly. ✓

(2 × 1) (2)

1.2 Precautionary measures when handling machinery

- Every employee must be familiar with the safety procedures of the business. ✓✓
- Management must strive to develop a culture of safety in the workplace. ✓✓
- The business must ensure that all machinery and equipment are correctly installed and safe to use. ✓✓
- All the workers must be properly trained on how to use machinery and must be informed about the risks when using the machinery. ✓✓
- Regular safety checks must be carried out, and machinery should be maintained and serviced regularly. ✓✓
- Workers need to wear protective clothing and gear. This includes items like overalls, safety helmets, masks, heavy-duty safety boots, and welding goggles when working with machinery and equipment. ✓✓
- Hard hats should always be worn on construction sites by all persons on the site. ✓✓
- Any other relevant answer related to precautionary measurements when handling machinery.

Max (8)

NOTE: Do not mark the answers mentioned in QUESTION 1.1 as answer for QUESTION 1.2 correctly.

1.3 Purpose of workplace safety policy

- To maintain a safety culture ✓ within a business it is important for businesses to set up a safety policy. ✓
- The safety policy should outline how safety is managed, ✓ by whom it is managed, and how it is measured. ✓
- The safety policy should be endorsed by the leader of the business, ✓ which makes them accountable for the ongoing success of the safety system. ✓
- Any other relevant answer related to the purpose of workplace safety policy

Max (6)

1.4 Aspects to include in a safety policy

- It must acknowledge the right of each employee ✓ to work in a safe and healthy environment. ✓
- It must be visible and displayed ✓ for all workers to see. ✓
- It must recognise ✓ the need to comply with minimum standards of the OHSA. ✓
- It must recognise the priority and safety ✓ in relation to other organisational goals and policies. ✓
- There must be a starting date ✓ and a date when the policy will be reviewed. ✓
- The policy must include ✓ the signature of the CEO. ✓
- It must stipulate the responsibility of management ✓ for occupational health and safety programmes. ✓
- Any other relevant answer related to a safety policy.

Max (8)

1.5 Ways in which businesses can comply with the Occupational Health and Safety Act

- Provide workers with protective gear to protect themselves against potentially dangerous situations. ✓✓
- Ensure that first aid boxes are readily available at the workplace and in the factory. ✓✓
- Make fire extinguishers available at the workplace and in the factory. These fire extinguishers need to be serviced regularly. ✓✓
- Machinery must be maintained at regular intervals and repaired promptly. ✓✓
- Any other relevant answer related to ways in which businesses can comply with the Occupational and Safety Act.

Max (6)

Activity 11.4 Learner's Book page 194

1.1 Quality bodies

- South African Bureau of Standards/SABS ✓
- International Organisation for Standardisation/ISO ✓
- Quality circles ✓

NOTE: Mark the first TWO (2) answers only.

(Any 2 × 1) (2)

1.2 Meaning of quality control

- Businesses must ensure that their products meet the correct standards ✓ and that their products are always of the same standard. ✓
- To meet the required standards businesses must conduct quality checks before, ✓ during, and at the end of the production process. ✓
- Any other relevant answer related to the meaning of quality control.

Max (4)

1.3 TQM as part of their quality management systems

- TQM involves every part of the business, and quality is everyone's ✓ – including every department and employee – responsibility. ✓
- The main aim of TQM is to improve the quality of products and services ✓ to satisfy the needs of customers beyond their expectations. ✓
- Continuous improvement is the foundation of TQM. ✓ This means that all techniques, systems, and machinery used must be subjected to continuous improvement. ✓
- It is the responsibility of each employee ✓ to take care of his/her quality. ✓
- Machines and equipment ✓ are checked regularly. ✓
- All inputs (including raw materials) are checked thoroughly ✓ and discussions are held on how to improve quality. ✓
- Management ensures that each employee is responsible ✓ for the quality of his/her work/actions. ✓
- Any other relevant answer related to TQM as part of their quality management systems.

Max (8)

Activity 11.5 Learner's Book page 198

1.1 Identify production cost element

- 1.1.1** Fixed overhead expense ✓✓
- 1.1.2** Direct labour cost ✓✓
- 1.1.3** Variable overhead expense ✓✓
- 1.1.4** Cost per unit ✓✓

(4 × 2) (8)

1.2 Meaning of break-even point

- The break-even point refers to the amount of revenue necessary ✓ to cover the total fixed and variable expenses of a company within a specified time period. ✓
- If one simplifies this, it means that the company break-even ✓ where its total cost = total income. ✓
- Only after the break-even point ✓ its profits start to accumulate. ✓
- Any other relevant answer related to the meaning of the break-even point.

Max (4)

2.1 Calculation of different costs

- 2.1.1** Variable costs for May 2021:

R10 000 ✓✓
Electricity R 7 000 ✓
Glue and screws R 3 000 ✓

(4)

2.1.2	Fixed costs for May 2021:	R55 000✓	
	Insurance	R7 000✓	
	Rent	R10 000✓	
	Vehicle instalment	R8 000✓	
	Salary of manager	<u>R30 000</u> ✓	(5)
2.1.3	Total production cost for May 2021:	R39 000✓✓	
	Primary cost	R325 000✓	
	Overhead expenses	<u>R65 000</u> ✓	(4)
2.1.4	Unit cost:	R13.00✓✓	
	Total production costs	<u>R391 000</u> ✓	
		30 000✓	(4)

Consolidation

Learner's Book page 200

QUESTION 1

- 1.1 Choose from column B to suit column A
- 1.1.1 J✓✓
- 1.1.2 I✓✓
- 1.1.3 G✓✓
- 1.1.4 A✓✓
- 1.1.5 H✓✓
- (5 × 2) (10)
- 1.2 Aspects to consider during production planning
- Planning✓
 - Routing✓
 - Scheduling✓
 - Loading✓
- NOTE: Mark the first THREE (3) answers only.**
- (3 × 1) (3)
- 1.3 Answers from the scenario
- 1.3.1 Precautionary measures when handling machinery in the scenario
- Her friend told her that businesses must strive to develop a culture of safety in the workplace ✓
 - She also said that all workers must be trained on how to use machinery and equipment correctly. ✓
 - SCF must carry out regular safety checks ✓
- NOTE: Mark first TWO only**
- Max (2)
- 1.3.2 Other precautionary measures when handling machinery
- Every employee must be familiar✓ with the safety procedures of the business.✓
 - The business must ensure that all machinery and equipment are correctly installed✓ and safe to use.
 - Workers need to wear protective clothing and gear, ✓ this includes items like overalls, safety helmets, masks, heavy-duty safety boots and welding goggles when working with machinery and equipment. ✓
 - Hard hats should be worn on construction sites at all times✓ by all persons on the site. ✓
 - Any other relevant answer related to precautionary measurements when handling machinery.
- NOTE: Do not accept facts identified in QUESTION 1.3.1 as correct.**
- Max (6)

1.4 Ways to comply with OHSA

- Businesses must establish and maintain a safe work environment without risk to the health of the workers. ✓✓
- Businesses must review the efficiency of health and safety measures frequently. ✓✓
- The roles and responsibilities of employer, employees, manufacturers, designers, importers, suppliers and sellers must be outlined for all to know. ✓✓
- Businesses must clarify the roles and duties of the health and safety representative and committee. ✓✓
- All main dangers and potential incidents of the workplace be identified and eliminated and communicated to all workers. ✓✓
- Examines the causes of accidents by any employee relating to the employee’s health and safety at work. ✓✓
- Get employees to co-operate and follow the necessary instructions and report any unsafe situations. ✓✓
- The business must make presentations to the employees, concerning general health and safety issues at the workplace. ✓✓
- Any other relevant answer related to the requirements to serve the purpose of OSHA.

Max (6)

QUESTION 2

2.1 Introduction

- Production function involves the process where raw materials are transformed into finished goods of high quality to meet the demands of the customers. ✓
- To ensure that this process is efficient and effective they need a good production management system. ✓
- A system is an orderly arrangement of parts to achieve a specific outcome, therefore the business must decide which production system will suit their needs best. ✓
- To choose the best system they must consider three criteria, namely: the product variety, the volume of products that must be produced and the machinery and equipment which they will use. ✓
- Any other relevant answer related to an essay on the production function.

Any (2 × 1) (2)

2.2 Purpose of the Occupational Health and Safety Act

- Businesses must establish and maintain a safe working environment without risking the health of the workers. ✓✓
- Businesses must frequently review the efficiency of health and safety measures. ✓✓
- The roles and responsibilities of employers, employees, manufacturers, designers, importers, suppliers, and sellers must be outlined for all to know. ✓✓
- Businesses must clarify the roles and duties of the health and safety representative and committee. ✓✓
- All main dangers and potential incidents of the workplace must be identified and eliminated and communicated to all workers. ✓✓
- Businesses must examine the causes of accidents by any employee relating to the employee’s health and safety at work. ✓✓
- It must encourage employees to co-operate and follow the necessary instructions and to report any unsafe situations. ✓✓
- The business must make presentations concerning general health and safety issues at the workplace to the employees. ✓✓
- Any other answer related to the purpose of the Occupational Health and Safety Act.

Max (8)

2.3 Characteristics of a mass production system

- Large amounts of standardized products ✓ will flow through the system. ✓
- Products are identical ✓ and go through the same process. ✓
- Products move on an assembly line or production line ✓ to the next station. ✓
- Each worker is trained to do a specific job ✓ and specialises in that job. ✓
- The equipment and machinery that are used ✓ are highly specialized and expensive. ✓
- Mass production speeds up the production process ✓ and reduces the cost of production.
- The unit cost of the products ✓ is cheaper. ✓
- The mass production process is inflexible ✓ and can’t accommodate new products. ✓
- The quality of products are the same ✓ and quality control can be planned carefully executed. ✓
- Any other relevant answer related to the characteristics of mass production.

Max (14)

2.4 Aspects that must be considered during production planning

Planning ✓✓

- Production planning is the planning of each aspect ✓ of the whole process ✓

Routing ✓✓

- Routing involves the planning of the sequence ✓ in which the operation will take place. ✓

Routing ✓✓

- Routing involves the planning of the sequence ✓ in which the operation will take place. ✓

Loading ✓✓

- Loading will involve the allocating of every person ✓ to a specific task and/or machine. ✓

- Any other relevant answer related to the production planning process.

NOTE: Mark first THREE only

Max (12)

2.5 Aspects to include in workplace safety policy

- It must acknowledge the right of each employee to work in a safe and healthy environment ✓✓

- It must be visible and displayed for all workers to see. ✓✓

- It must recognize the need to comply with minimum standards of the OHS Act. ✓✓

- It must recognize the priority and safety in relation to other organizational goals and policies. ✓✓

- There must be a starting date and a date when the policy will be reviewed. ✓✓

- The policy must include the signatures of the CEO. ✓✓

- It must stipulate the responsibility of management for occupational health and safety programmes. ✓✓

- Any other relevant answer related to a safety policy.

Max (12)

2.6 Conclusion

- The choice of the most appropriate production system is very important to ensure success for the business. ✓✓

- Effective planning of the whole production process will be very advantageous for businesses. ✓✓

- All businesses in the manufacturing business must comply with all safety regulations very strictly. ✓✓

- Any other relevant answer related to the conclusion of an essay on the production function.

Any (1 × 2) (2)

(40)

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Purpose of occupational health and safety	8	
Characteristics of mass production system	14	
Aspects that must be considered during production planning	12	
Aspects that must be included in the workplace safety policy	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all.

TOPIC 12 Professionalism and ethics

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> • Emphasize the difference between ethical behaviour and professional behaviour; good and bad decisions. Use a table to illustrate the difference between the concepts. • Use visual aids like pictures, newspapers, magazines, short video clips etc. to generate the discussion for the class. Pair learners in class and use newspaper articles to search for examples of ethical business practice. • Follow this up with a class discussion on professional, responsible, ethical and effective business practice. 	<ul style="list-style-type: none"> • Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, • Ethical and professional behaviour • Principles of professionalism and ethics • Theories of ethics applicable to workplace • Difference between good and bad decisions • Professional, responsible, ethical and effective business practice • Examples of ethical business practices. • Ensure that learners are aware of all the content that must be covered. • Use new terms in every lesson, elaborate on the meaning and context of each, • and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. • Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. • Indicate the key words used in the topic. • Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. • Use the notes to markers, of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly • Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.

Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Learners must be exposed to various scenarios and they must be guided on how to respond to questions that are based on these scenarios. In providing regular feedback, learners must be exposed to the marking principles applied to such scenarios. Learners must be advised to refrain from writing negative strategies on how businesses can deal with each type of unethical and unprofessional business practice. They need to understand the reason why these issues are regarded as unethical or unprofessional. This will enable them to suggest ways in which businesses can deal with each issue. 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. Refer to the national and provincial examination papers.

Memoranda to activities

Activity 12.1 Learner's Book page 207

1.1 Professional behaviour

- Professional behaviour means that you take pride in your work ✓ and always adhere to the required standards of your profession. ✓
- Demonstrating professional behaviour in the workplace requires that you ✓ show respect towards your clients and colleagues by treating them with dignity. ✓
- Any other relevant answer related to the definition of professional behaviour.

Max (2)

1.2.1 The theory of ethics applied by SA

THEORY OF ETHICS	QUOTE
The Common Good approach ✓✓	Sally Accountants focuses on ensuring that their business values and ethical principles are in line with the society in which their business operates. ✓
Submax (2)	Submax (1)

Max (3)

1.2.2 Two other theories of ethics applicable in the workplace

Consequentialist theory ✓✓

- Tries to answer the ethical questions ✓ about right or wrong and how we arrive at this answer. ✓
- Consequentialist theory determines whether to do or not do something ✓ based on the expected result of the action. ✓
- If the expected result is good ✓ then it's ethically right to do ✓, if it's bad then it is wrong. ✓

Submax (3)

The Right's Approach ✓✓

- Focus is on individual rights ✓ where people are treated with respect and dignity. ✓
- Employees working within a business ✓ should not be ill-treated for any reason. ✓
- Business does not impose ✓ its mission or products on people. ✓

Submax (3)

Max (6)

1.2.3 Good and bad decisions and examples of each

GOOD DECISIONS	BAD DECISIONS
Good decisions taken in business are usually taken after giving a situation ✓ a lot of thought and taking into account ethical principles. ✓	These are the types of business decisions that are made on the spur of the moment ✓ without consulting due process. ✓
These decisions are ones that business would not regret ✓ as they would impact positively on their business' operations. ✓	The inputs of all business role players ✓ may not be considered when making decisions. ✓

GOOD DECISIONS	BAD DECISIONS
It is in the best interest of individuals and businesses✓ to follow their instincts once they have all the facts when making the decisions.✓	As businesses may not have taken all the correct information into account✓, these decisions could be regretted.✓
An example of a good decision is when an up an coming business after careful thought and planning decides to expand their premises to accommodate additional operational activity. In the long term, this decision will increase the value and profits of the business. ✓✓	An example of such a decision is when businesses employ staff in a position when they do not have adequate job experience. This may result in losses for the business as the staff may not be able to perform their work at the expected level. ✓✓
Any other relevant answer related to good decisions.	Any other relevant answer related to bad decisions.
Submax (4)	Submax (4)

Max (8)

NOTE: 1. The question need not to be answered in tabular form

2. The answers must not link but the differences must be clear.

3. If the differences is not clear mark either "good decisions" or "bad decisions". Award maximum FOUR marks.

Activity 12.2 Learner's Book page 208

DOWN:

1. Common good approach
2. Good decisions
4. Competency
5. Bad decisions

ACROSS:

3. Professional behaviour
6. Integrity
7. Commitment
8. Consequential theory
9. Transparency
10. Ethics

Activity 12.3 Learner's Book page 211

1. Introduction
 - Businesses need to educate their employees on the meaning of ethical and professional behaviour. ✓
 - Businesses apply different theories of ethics to influence ethical/professional behaviour in the workplace. ✓
 - Any relevant answer related to professionalism and ethics.

Any (2 × 1)(2)

2. Meaning of professional and ethical behaviour

Professional Behaviour	Ethical behaviour
Professional behaviour means that you take pride in your work✓ and always adhere to the required standards of your profession. ✓	Ethical behaviour is guided by principles of what is right, wrong and acceptable behaviour✓ in accordance with what society and individuals think are good values.✓
Professionalism is when a person acquires ✓specialized knowledge and skills to become competent ✓to practice a specific job or task. ✓	Ethical behaviour is expected from every employee✓ in the business according to a code of conduct. For example, doctors, nurses, lawyers, accountants and teachers✓ all have regulatory bodies that uphold a code of conduct for those respective professions. ✓

Professional Behaviour	Ethical behaviour
Demonstrating professional behaviour in the workplace ✓ requires that you show respect. ✓	Ethical behaviour means upholding the highest legal and moral standards ✓ when dealing with Stakeholders, clients and colleagues by treating them with dignity. ✓
Any relevant answer related to professional behaviour.	Any relevant answer related to ethical behaviour.
Submax (4)	Submax (4)

NOTE: Answers do not have to be in tabular form.

Max (8)

3. Difference between ethics and professionalism

Professionalism	Ethics
Refers to when a person acquires knowledge and skills ✓ to practice a specific job or profession. ✓	Refers to the principles of right and wrong ✓ and what is acceptable in society. ✓
Set of standards ✓ of expected behaviour. ✓	Conforms to a set of values that are morally acceptable ✓ within the business. ✓
Applies a code of conduct ✓ of a profession or business. ✓	Forms part of a code of conduct ✓ to guide employees to conduct themselves ethically. ✓
Focuses on developing a moral compass ✓ for decision-making. ✓	Focuses on upholding the reputation ✓ of a business or profession. ✓
Includes guidelines on employees' appearance, communication, attitude and responsibility ✓ of employees within the business or organization. ✓	Involves following the principles of right and wrong ✓ in business practices. ✓
Submax (4)	Submax (4)

Max (8)

4. Theories of ethics applicable to the workplace

Consequential theory ✓✓

- The consequentialist theory tries to answer the ethical questions ✓ about right or wrong and how we arrive at this answer. ✓
- It determines whether to do or not do something ✓ based on the expected result of the action. ✓
- If the expected result is good then it's ethically right to do ✓ and if it's bad then it is ethically wrong to do. ✓

Heading	2
Discussion	4
Submax	6

The Common Good Approach ✓✓

- Ensures that business values and ethical principles ✓ are in line with the society ✓ in which the business operates. ✓
- Recognises that ethics and values ✓ vary from area to area ✓ and from country to country. ✓
- Any other relevant answer related to the common good approach.

Heading	2
Discussion	4
Submax	6

The Rights Approach ✓✓

- The focus is on individual rights ✓ where people are treated with respect and dignity. ✓
- No person ✓ should be ill-treated. ✓
- Business does not impose ✓ its mission or products on people. ✓
- Any other relevant answer related to the rights approach.

Heading	2
Discussion	2
Submax	4

Max (18)

5. Ways in which professional, responsible, ethical and effective business practice should be conducted
- Businesses should treat all their employees equally, regardless of their race, colour, age, gender, disability etc. ✓✓
 - The Mission statement of the business should include values of equality and respect. ✓✓
 - The workplace should be a safe, fair environment where workers are able to do their work and not be embarrassed or exposed. ✓✓
 - The business should ensure that they pay employees fair wages and salaries which corresponds to the requirements of the BCEA. ✓✓
 - Employees should be paid for working overtime and on public holidays. ✓✓
 - Providing quality goods and services ✓✓
 - The business should respect workers and treat them with dignity by recognising the value of their human capital for work well done. ✓✓
 - All goods and services produced are to be done according to the required standards and ethical requirements. ✓✓
 - Avoid using business names and ideas that are copyrighted, trademarked and protected by law when starting a business. ✓✓
 - New business owners must plan effectively and ensure that they put preventative measures in place to protect their business. ✓✓
 - In order to foster employee confidence and loyalty it is important to ensure that all staff has equal access to opportunities, positions and resources. ✓✓
 - Any other relevant answer related to ways in which professional, responsible, ethical and effective business practice should be conducted.

Max (12)

6. Conclusion
- Employees who do not adhere to a code of ethics and conduct should be disciplined. ✓✓
 - Businesses can make use of good corporate governance to address issues that challenge ethical and professional behaviour. ✓✓
 - Any relevant answer related to ethics and professionalism.

Any (1 × 2) (2)

[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of ethical and professional behaviour	8	
Difference between ethics and professionalism	8	
Three theories of ethics	18	
Ways in which professional, responsible, ethical and effective business practice should be conducted	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

Consolidation

Learner's Book page 211

QUESTION 1**1.1** Theories of ethics that are applicable to the workplace

- The Common Good approach ✓
- The Right's Approach ✓
- Consequential Theory ✓

*NOTE: Mark the first three only.***(3 × 1) (3)****1.2** Principles of ethics and professionalism**1.2.1** Confidentiality ✓✓**1.2.2** Competency ✓✓**(2 × 2) (4)****1.3** Different perspectives on ethics

- Ethics are universal. ✓ All people have an inherent moral compass ✓ that guides them to make distinctions between what is right, ✓ wrong or acceptable decisions ✓ or behaviour to demonstrate in business and society.
- Ethics differs ✓ according to an individuals' culture, religion, and education. ✓
- There is no absolute right or absolute wrong ✓ when it comes to ethics. ✓
- Each society needs to decide by itself ✓ what is acceptable. ✓
- Business is entitled to decide the kind of behaviour ✓ that it demands from its employees and customers. ✓
- Any other relevant answer related to different perspectives on ethics.

Max (6)**1.4** Answers from a scenario**1.4.1** Examples of ethical business practices demonstrated by SMA

- SMA promotes a positive image for their businesses by paying employees fair wages ✓
- They also treat all employees equally. ✓

(2)**1.4.2** Advantages of ethical business ventures

- A good reputation is built up for the business ✓ therefore more investors will be attracted increasing profitability. ✓
- Customer loyalty is created and nurtured ✓ therefore a positive business image will be created. ✓
- Build and maintain staff morale ✓ by paying employees fairly. ✓
- Staff who are hard-working and productive ✓ will be loyal and dedicated to the business. ✓
- Positive relations will develop between co-workers ✓ resulting in improved productivity. ✓
- Businesses will be compliant ✓ regarding environmental regulations thereby avoiding unnecessary fees or sanctions. ✓
- Any other relevant answer related to the advantages of ethical business ventures.

Max (6)**1.5** Ways in which professional, responsible, ethical and effective business practices should be conducted.

- Businesses should treat all their employees equally, regardless of their race, colour, age, gender, disability, etc. ✓✓
- The Mission statement of the business should include values of equality and respect. ✓✓
- The workplace should be a safe, fair environment where workers are able to do their work and not be embarrassed or exposed. ✓✓
- The business should ensure that they pay employees fair wages and salaries that corresponds to the requirements of the BCEA. ✓✓
- Employees should be paid for working overtime and on public holidays. ✓✓
- Providing quality goods and services ✓✓
- The business should respect workers and treat them with dignity by recognising the value of their human capital for work well done. ✓✓
- All goods and services produced are to be done according to the required standards and ethical requirements. ✓✓
- Avoid using business names and ideas that are copyrighted, trademarked and protected by law when starting a business. ✓✓
- New business owners must plan effectively and ensure that they put preventative measures in place to protect their business. ✓✓

- To ensure that all staff have access to equal access to opportunities, positions and resources. ✓✓
- Any other relevant answer related to ways in which professional, responsible, ethical and effective business practice should be conducted.

Max (6)

QUESTION 2

2.1 Introduction

- Professionalism and ethics mean that the highest legal and moral standards are upheld when dealing with stakeholders. ✓
- Businesses that adopt professional, responsible and ethical business practices will remain profitable/sustainable over a long period of time. ✓
- Business ethics refers to the rules and principles which influence the best business practice. ✓
- Many institutions in South Africa have their own code of conduct and commitment to ethical and professional behaviour. ✓
- Any other relevant introduction related to professionalism and ethics/benefits of ethical business venture/ways in which professional, responsible, ethical and effective business practice should be conducted.

(Any 2 × 1)(2)

2.2 Distinguish between professionalism and ethics

Professionalism	Ethics
Set of standards ✓ of expected behaviour. ✓	Conforms to a set of values ✓ that are morally acceptable. ✓
Forms part of a Code of Conduct ✓ to guide employees to act professionally. ✓	Forms part of the employees' ✓ code of conduct to guide employees to act ethically. ✓
Focuses on upholding the reputation ✓ of a business/ profession. ✓	Focuses on developing a moral compass ✓ to use in decision-making. ✓
Includes guidelines ✓ on employees' appearance/ communication/attitude/ responsibility, etc. ✓	Involves following the principles of right or wrong ✓ in business activities/ practices/dealings. ✓
Used for the good ✓ of the employees/individuals. ✓	Acceptable ✓ to society/group/ community. ✓
Any other relevant answer related to professionalism in a business.	Any other relevant answer related to ethics in a business.
Submax (6)	Submax (6)

- NOTE: 1 The answer does not have to be in tabular format.**
2 The difference does not have to link but they must be clear.
3 Award a maximum of EIGHT (8) marks if the difference is not clear/mark either professionalism or ethics only.

Max (12)

2.3 Competency ✓✓

- Is when employees use their knowledge, skills, and ability ✓ in their area of expertise for the good of the organisation, society and the environment. ✓
- Any other relevant answer related to Competence.

Heading	2
Discussion	2
Submax	4

Integrity ✓✓

- Integrity means to perform all your work-related duties ✓ in the correct manner even when you are not being monitored. ✓
- This means that all employees work and conduct themselves ✓ with integrity, honesty, and according to accepted standards of professional conduct and the law. ✓
- Any other relevant answer related to Integrity.

Heading	2
Discussion	2
Submax	4

Respect✓✓

- Respect is the behavior, performance✓, and the way in which employees conduct themselves in the workplace. ✓
- Employees who work in a respectful environment ✓will have a positive attitude and are motivated to work at their best. ✓
- Any other relevant answer related to respect.

Heading	2
Discussion	2
Submax	4

Objectivity✓✓

- Employees remain objective ✓ and act in a fair manner to all without any bias or favour. ✓
- Any other relevant answer related to objectivity.

Heading	2
Discussion	2
Submax	4

Confidentiality✓✓

- Refers to the non disclosure ✓ of any confidential information of businesses or clients. ✓
- Any other relevant answer related to confidentiality.

Heading	2
Discussion	2
Submax	4

Transparency✓✓

- Businesses should pay attention to transparency✓ and ensure that full disclosure is made when required. ✓
- Any other relevant answer related to transparency.

Heading	2
Discussion	2
Submax	4

Conflict of interest✓✓

- Employees should avoid conflict of interest situations✓ within the business environment. ✓
- Any other relevant answer related to conflict of interest.

Heading	2
Discussion	2
Submax	4

NOTE: Mark the first three only.

Max (12)

2.4 Benefits of ethical business ventures

- Build customer loyalty ✓ – strong customer base reduces marketing cost to acquire new customers. ✓
- Attracts more investors ✓ thereby increases its profitability. ✓
- Create a more positive image for the business✓ and attracting more customers. ✓
- Retain good employees by compensating fairly for their work ✓ and dedication. ✓
- Employees develop positive relationships between their co-workers ✓ and managers, thus increase productivity. ✓
- Complying with environmental regulations or labour laws ✓ and avoid penalties, including legal fees and fines or sanctions by governmental agencies. ✓
- Any other relevant answer related to the benefits of ethical business venture.

Max (12)

2.5 Ways in which professional, responsible and effective practices should be conducted

- Businesses should treat all employees equally. ✓✓
- Plan properly and put preventative measures in place. ✓✓
- Pay fair wages/salaries which are in line with the minimum requirements of the BCEA/Remunerate employees for working overtime/during public holidays. ✓✓
- Engage in environmental awareness programmes/Refrain from polluting the environment, for example, by legally disposing of toxic waste. ✓✓

- Refrain from starting a venture using other businesses’ ideas that are protected by law. ✓✓
- Business decisions and actions must be clear/transparent to all stakeholders. ✓✓
- Businesses should be accountable/responsible for their decisions and actions/patent rights. ✓✓
- Hiring honest/trustworthy accountants/financial officers with good credentials. ✓✓
- Regular/Timeous payment of taxes. ✓✓
- Draw up a code of ethics/conduct. ✓✓
- Ongoing development and training for all employees. ✓✓
- Performance management systems/Appraisals should be in place. ✓✓
- Adequate internal controls/monitoring/evaluation. ✓✓
- Any other relevant answer related to ways in which professional, responsible, ethical and effective business practices should be conducted.

Max (10)

2.6 Conclusion

- A business code on ethics and conduct should improve relationships and eliminate unethical business practices. ✓✓
- Employees who do not adhere to a code of ethics and conduct should be disciplined. ✓✓
- Businesses can make use of good corporate governance to address issues that challenge ethical and professional behaviour. ✓✓
- Any other relevant conclusion related to professionalism and ethics/benefits of ethical business venture/ways in which professional, responsible, ethical and effective business practice should be conducted.

(Any 1 × 2) (2)
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Distinguish between professionalism and ethics	12	
Principles of professionalism	12	
Benefits of ethical business ventures	12	
Ways in which professional, responsible and effective practices should be conducted	10	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOPIC 13 Assessment of entrepreneurial qualities in business

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> Recap entrepreneurial qualities and assessing a business against the qualities. Provide an example of a successful entrepreneur and focus on their entrepreneurial qualities, for example: <ul style="list-style-type: none"> taking calculated risks showing perseverance good organisational skills good management and leadership skills Emphasise the meaning of entrepreneurial qualities and success factors. Use visual aids like pictures, newspapers, magazines, role play and short video clips etc. to demonstrate entrepreneurial qualities in business. Hold class discussion on the video clips or role play enacted to solicit interactive feedback from the class. 	<ul style="list-style-type: none"> Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for examples, Qualities of an entrepreneur Assess a business against these qualities, profitability, customer base; areas of improvement from given scenarios Strategies businesses can use to ensure that they remain profitable and sustainable. Key success factors - sustainability Use new terms in every lesson, elaborate on the meaning and context of each. Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. Learners must be trained to provide complete responses on questions that require middle- and higher- order thinking skills. The rationale behind scenarios is to assess learners' ability to quote certain facts verbatim and/or identify concepts from scenarios. As such, the motivation provided will always depend on the correct identification of concepts. 	<ul style="list-style-type: none"> Look at the previous Examination papers of Provincial and National Departments.

Memoranda to activities

Activity 13.1 Learner's Book page 229

1.1

ENTREPRENEURIAL QUALITIES	MOTIVATIONS
1. Passion ✓✓	Betty is enthusiastic about fitness ✓
2. Taking calculated risks ✓✓	She grew the business with little prospects of achieving the small goals that she had set for herself. ✓
3. Being creative ✓✓	She started mixing and creating formulae from her home in Brakpan. ✓
4. Recognising opportunities ✓✓	Betty found a gap in the sports supplements market. ✓
5. Willpower to overcome obstacles ✓✓	She says that people must start small, learn from it, even if they fail until they get it right, then scale it up, and repeat! ✓
6. Dreams with a clear vision ✓✓	Betty said that her staff should dream big to have multiple brands and compete globally. ✓
7. Desire for responsibility ✓✓	Betty engaged in a one-hour meeting every morning, five days a week to get feedback from the market, inspire the sales team, and to discuss new product ideas. ✓
8. A high degree of commitment ✓✓	Betty engaged in a one-hour meeting every morning, five days a week to get feedback from the market, inspire the sales team, and to discuss new product ideas ✓
Product and customer focus ✓✓	She admits that she really focused on selling the product, and on excellent customer service instead of only profit. ✓✓
Sub Max (16)	Sub Max (8)

NOTE: Mark only the first EIGHT.

Do not award marks for motivation if the entrepreneurial quality was identified incorrectly.

(24)

Activity 13.2 Learner's Book page 230

Enrichment Activity

Answers will vary.

Activity 13.3 Learner's Book page 233

SUCCESS FACTORS	MOTIVATIONS
Strong customer base ✓✓	Lush is a successful international business with more than 750 stores. ✓
Strategic focus ✓✓	The entrepreneur, Mark Constantine, started Lush in his kitchen in the UK in 1995. ✓
Ethics, controls, and good governance ✓✓	Lush uses eco-friendly packaging to protect the products during transportation. ✓

SUCCESS FACTORS	MOTIVATIONS
Stable workplace ✓✓	Lush prefers naturally friendly staff members who will be happy to chat with customers and not rush them to make a purchase. ✓
Sustainability ✓✓	Lush avoids harming the environment. ✓
Sub Max (8)	Sub Max (4)

Note: Do not award marks for motivation if the success factor was incorrectly identified.

Max (12)

1.2

- Lush does not have information on customers’ shopping experience. Lush can do a survey to obtain information on the customers’ shopping experience. ✓✓
 - Lush holds a ‘Mafia Meeting’ once a year where they discard one-third of their products that are not doing well which costs them a lot of money. Lush can investigate why they need to discard one-third of their products. ✓✓
- (4)

Activity 13.4

Learner’s Book page 234

Enrichment Activity

Answers will vary.

Consolidation

Learner’s Book page 234

QUESTION 1

- 1.1 Strategic focus ✓
 Profitability ✓
 Sustainability ✓
 Market knowledge ✓
 Strong customer base ✓
 Good leadership ✓
 Ethics, controls, and good governance ✓
 Stable workforce ✓
 Unique product or service ✓

Note: Mark the first THREE (3) only

(3 × 1) (3)

1.2.1

ENTREPRENEURIAL QUALITIES	MOTIVATIONS
1. Taking calculated risks ✓✓	Ms Ndoda left her teaching post amid uncertainty and opened her homework centre to assist parents and children to complete their homework daily. ✓
2. Being creative ✓✓	Ms Ndoda came up with exciting new ways to ensure children enjoyed writing their work. ✓
Sub Max (4)	Sub Max (2)

Note: Mark the first TWO (2)

Do not award marks for motivation if the entrepreneurial quality was incorrectly identified

Max (6)

1.2.2 Other entrepreneurial qualities.

A high degree of commitment ✓✓

- Entrepreneurs must be committed to see something through despite difficulties. They are not afraid to make sacrifices to realise their dreams. ✓

Sub max 3

Organisational skills ✓✓

- Entrepreneurs need to have excellent organisational skills like time management, planning and leadership. ✓
- Sub max 3**

Showing perseverance ✓✓

- An entrepreneur shows perseverance by continuing to try until they have reached a goal. ✓
- Sub max 3**

Willpower to overcome obstacles ✓✓

- Entrepreneurs face many obstacles, for example, new competitors. ✓
- Sub max 3**

Flexibility ✓✓

- The business environment is constantly changing, and entrepreneurs must be flexible to adapt to these changes. ✓
- Sub max 3**

Being creative ✓✓

- An entrepreneur uses creative thinking skills to turn threats into business opportunities in order to be competitive. ✓
- Sub max 3**

Note Mark the first THREE only.

Max (9)

1.3 Strategies businesses can use to ensure they remain profitable and sustainable

Thorough planning ✓✓

- Planning is important when it comes to being efficient. Time is money and it is best to plan for effective resource management. ✓
- Sub max 3**

Sound managing finances ✓✓

- Sound financial management and good accounting practices are the best ways in which a business can remain profitable.
- Sub max 3**

Effective management of scarce resources and employees ✓✓

- Many projects fail because a business invests in too many or too few resources. ✓
- Sub max 3**

Maintaining a solid customer base ✓✓

- Customer retention is an important part of a business, as this can ensure that they remain profitable and sustainable. A business needs to offer a great customer experience and build solid customer relationships. ✓
- Sub max 3**

Behaving ethical ✓✓

- An ethical business behaves in a socially responsible way and does what is right even if it is not necessary by law. ✓
- Sub max 3**

Being socially responsible ✓✓

- Surveys show that consumers like to support a business that supports the community in which it operates. Examples include coffee and chocolate brands that support fair trade. ✓
- Sub max 3**

- Any other relevant answer related to strategies that businesses can use to ensure that they remain profitable and sustainable.

Note Mark the first FOUR (4)

Max (12)

TOPIC 14 Citizenship and responsibilities

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> Commence lesson with short video clip used for basis of class discussion. Emphasize the difference between the two concepts. Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it. 	<ul style="list-style-type: none"> Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, Ensure that learners are aware of all the content that must be covered. Use new terms in every lesson, elaborate on the meaning and context of each, and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. Indicate the key words used in the topic. Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. Use the notes to markers, exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly. Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Use practical examples and demonstrations to elaborate on the meaning of concepts. This practice would assist learners with the ability to name concepts and explain their meaning. Use scenarios to assess learners' ability to quote certain facts verbatim. 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. Refer to provincial and national exam papers.

Memoranda to activities

Activity 14.1 Learner's Book page 239

1.1 Meaning of Citizenship

- Citizenship can be defined as legal status and relationship, between an individual and a country ✓
- Citizenship is gained by meeting legal requirements ✓ of a state/government ✓
- A nation grants certain rights ✓ and privileges to its citizens ✓
- Any other relevant answer related to the meaning of citizenship ✓

Max (4)

1.2 Rights of citizens according to the Bill of Rights

1.2.1 Freedom of thought and religion ✓✓ (2)

1.2.2 Safety/security and protection of life ✓✓ (2)

1.3 Other rights and responsibilities

RIGHTS	RESPONSIBILITIES
Equality ✓	Treat every person equally and fairly. ✓
Respect/dignity ✓	Treat people with respect and dignity including greeting them warmly and speaking to them courteously. ✓
Education ✓	Attend school regularly, to learn, and to work hard, ✓
Own property ✓	Respect the property of others, protect both private and public property. ✓
Freedom of thought and religion ✓	Respect the beliefs and opinions of others, and their right to express these, even when you may strongly disagree with these beliefs and opinions. ✓
Any other relevant answer related to rights of citizens	Any other relevant answer related to responsibilities of citizens
Submax (3)	Submax (3)

Max (6)

Note: Mark the first THREE only.

Activity 14.2 Learner's Book page 241

1.1.1 Initiatives BONJALA can undertake for social and economic development

- Bonjalo Bank Limited BBL used their surplus profit to sponsor the school bus transporting children from the village to school. ✓
- BBL also offers entrepreneurial courses for the unemployed youth in the community in which they operate. ✓
- They also work together with the local municipality in offering HIV/Aids behavioural change programmes and campaigns. ✓

Max (3)

1.1.2 Initiatives undertaken by BBL to contribute to social and economic development

- Pay regular tax to enable the government to maintain the country's infrastructure and provide essential goods and services. ✓✓
- Provide additional methods of strengthening economic development for the country as a whole. ✓✓
- Decrease the poverty levels by training people to become entrepreneurs ✓✓
- Offering donations to worthy social causes ✓✓

- They can create job opportunities for members of the community. ✓✓
- Any other relevant answer related to initiatives undertaken by BBL to contribute to social and economic development.

Max (6)

Activity 14.3 | Learner's Book page 244

- Introduction
 - Every individual is important and equally liable to some roles and responsibilities when living in a cultured society. ✓
 - Businesses must show a commitment to ethical behaviour by looking after the environment, community, and their shareholders. ✓
 - Any other relevant answer related to the introduction of citizenship and responsibility.

Any (2 × 1) (2)

2. Rights and responsibilities of citizens

2. RIGHTS	3. RESPONSIBILITIES
Freedom of speech and expression ✓✓	Avoid hate speech, ✓ spreading lies and insult others ✓
Equality ✓✓	Treat every person equally ✓ and fairly. ✓
Respect/dignity ✓✓	Treat people with respect and dignity including greeting them warmly and speaking to them courteously. ✓
Education ✓✓	Attend school regularly, to learn, ✓ and to work hard, ✓
Safety/security and protection/life ✓✓	Not hurting/bullying/intimidating others. ✓ Solving any conflict in a peaceful manner. ✓
Own property ✓✓	Respect the property of others, ✓ protect both private and public property. ✓
Freedom of thought and religion ✓✓	Respect the beliefs and opinions of others, and their right to express these, ✓ even when you may strongly disagree with these beliefs and opinions. ✓
Any other relevant answer related to rights of citizens	Any other relevant answer related to responsibilities of citizens
Submax (12)	Submax (12)

NOTE: No marks must be awarded for responsibility if it does not correspond with the right.

- Roles of Civil society
 - Take care of the needy, helpless, and marginalised people ✓ with development, education, projects. ✓
 - Help to combat socio-economic issues ✓ such as HIV/AIDS, poverty, unemployment, corruption, etc ✓
 - Render some essential services ✓ on behalf of the government. ✓
 - Deal with socio-economic issues ✓ such HIV/AIDS/poverty/ corruption/ unemployment. ✓
 - Monitor government policies and actions ✓ and hold government accountable. ✓
 - Any other relevant answer related to the role of civil society.

Max (10)

- Initiatives businesses can take to contribute to social and economic development of communities
 - Pay regular tax to enable the government to maintain the country's infrastructure and provide essential goods and services. ✓✓
 - Provide additional methods of strengthening economic development for the country as a whole. ✓✓
 - Decrease the poverty levels by training people to become entrepreneurs ✓✓
 - Offering donations to worthy social causes ✓✓
 - They can create job opportunities for members of the community. ✓✓
 - Any other relevant answer related to initiatives undertaken by BBL to contribute to social and economic development.

Max (10)

6. Conclusion

- Businesses have a responsibility towards its employees, shareholders, suppliers, customers and a social responsibility towards local communities and the country. ✓✓
- Businesses and communities are closely linked because their employees come from the community, and they rely on the community to buy their goods and services. ✓✓
- Businesses, individuals, government, NGO's and CBO's must take hands to address many socio-economic issues in South Africa. ✓✓
- Any other relevant answer related to the conclusion for citizenship and responsibilities.

Any (1 × 2) (2)
(40)

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Roles of citizens	12	
Rights and responsibilities of citizens	12	
Roles of civil society	10	
Initiatives businesses can take to contribute to social and economic development	10	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if some requirements are met.
Allocate 0 marks where requirements are not met at all.

Consolidation

Learner's Book page 244

QUESTION 1

1.1 Choose the correct word from the text box

- 1.1.1 Citizenship ✓✓
- 1.1.2 Bill of Rights ✓✓
- 1.1.3 CANSA ✓✓
- 1.1.4 CBO's ✓✓

(4 × 2) (8)

1.2 The roles of Community based organisations in community development

- Community-based organisations/CBOs are local non-profit organisation ✓ that aims at making improvements in communities in which they operate. ✓
- CBOs are often volunteer-based ✓ and get very little funding/support from the government. ✓
- CBOs are formed by an informal group of people who exercise good actions ✓ such organising rehabilitation centres for their communities. ✓
- Any other relevant answer related to the roles of CBOs in community development.

Max (6)

TOPIC 15 Transformation of a business plan into an action plan

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> Recap on the meaning of purpose of business plan. Emphasize the difference between the two concepts. Use tables to make the distinction clear to learners. Use visual aids like pictures, newspapers, magazines, short video clips etc. to demonstrate the topic and concepts. Have a class discussion after viewing short video clips or telematics presentations. 	<ul style="list-style-type: none"> Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, <ul style="list-style-type: none"> stages of action plan The project planning steps Meaning of action plan Planning tools – Gantt chars, work breakdown structure, timelines and responsibilities. Ensure that learners are aware of all the content that must be covered. Use new terms in every lesson, elaborate on the meaning and context of each, <ul style="list-style-type: none"> and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. Indicate the key words used in the topic. Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. Use the latest notes to markers, of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Use practical examples and demonstrations to elaborate on the meaning of concepts. This practice would assist learners with the ability to name concepts and explain their meaning. Use scenarios is to assess learners' ability to quote certain facts verbatim. 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. Refer to National and Provincial Examination papers.

Memoranda to activities

Activity 15.1 Learner's Book page 251

- 1.1 Project planning steps that MC should follow
- Define the scope of the plan to be done, for example, what is the purpose, first and last activities ✓✓
 - Identify project supporters. ✓✓
 - Break the project down into activities. ✓✓
 - Set time frames and determine how long each activity takes. ✓✓
 - Set milestone targets for example what are the main completion points? ✓✓
 - Determine accountabilities and person responsible for the decision made. ✓✓
 - Calculate the financial, human, and technical resources that will be needed ✓✓
 - Plot the activity schedule into a Gantt chart ✓✓
 - Execute the project plan. ✓✓
 - Monitor progress ✓✓
 - Communicate and review project progress. ✓✓
 - Keep records of all activities. ✓✓
 - Any other relevant answer related to project planning steps.

Max (8)

1.2 Action plan for MC

	Action steps (what will be done)	Responsibilities (who will do it)	Timeline (by when)
1.	Sign contracts ✓	Contract manager ✓	9 June ✓
2.	Identify project supporters ✓	Project manager ✓	10 June ✓
3.	Appoint site engineer ✓	HR manager ✓	22 June ✓
4.	Plot the activity schedule into a Gantt chart ✓	Project manager ✓	28 June ✓
5.	Communicate and review project progress. ✓	CEO and Project manager ✓	22 July ✓

(15)

Activity 15.2 Learner's Book page 253

ACTIVITY	WEEK			PERSON RESPONSIBLE
Register the business ✓	1 ✓			Tom ✓
Organise rental building ✓		2 ✓		Jerry ✓
Recruit an accountant ✓			3 ✓	Tom ✓

(9)

Activity 15.3 | Learner's Book page 254

1. Introduction:
 - Many businesses use Gantt charts when implementing a project. ✓
 - Businesses uses project planning steps for the actual implementation of the project. ✓✓
 - Any other relevant introduction related to action plan steps/importance of action plan/ project planning steps/ importance of Gantt charts.

(2 × 1) (2)

2. Steps to follow when drawing up an action plan:
 - Step 1:** Strategic planning of the business. Know where you want to go. ✓✓
 - Step 2:** Create measurable goals. ✓✓
 - Step 3:** List the tasks to be performed. ✓✓
 - Step 4:** Divide the big tasks into smaller, more manageable parts. List the tasks. ✓✓
 - Step 5:** Decide on deadlines for every activity. ✓✓
 - Step 6:** Create a visual representation of the action plan. ✓✓
 - Step 7:** Regularly check the progress. ✓✓

Note: Steps can be in any order.

Max (10)

3. Importance of an action plan
 - Enables projects to be achieved ✓ within a specified time. ✓
 - Prioritises ✓ activities by their importance. ✓
 - Can help the person responsible ✓ to be more organised. ✓
 - Helps to focus ✓ activity ✓
 - Can be used as a control measure ✓ against which standards and performance can be measured. ✓
 - Sense ✓ of achievement ✓

Max (10)

4. Project planning steps
 - Define the scope of the plan ✓ to be done, for example, what is the purpose, first and last activities.
 - Identify all the project stakeholders. ✓ Project stakeholders include the customers; the end-users of the product; the business and the team working directly on the project. ✓
 - Determine the deliverables of the project. Deliverables are the concrete results that your project produces. ✓
 - Define the roles and responsibilities. ✓ Note that a role is not the same as a person. ✓
 - Break the project down into activities. ✓ Look at task dependencies. ✓
 - Set time frames ✓ and determine how long each activity takes. ✓
 - Set milestones targets ✓ to mark specific points along a project timeline. ✓
 - Determine accountabilities ✓ and person responsible ✓ for the decision made.
 - Calculate the financial, human, and technical resources ✓ that will be required. ✓
 - Plot the activity schedule ✓ into a Gantt chart. ✓
 - Communicate ✓ and share the project progress. ✓
 - Monitor the progress ✓ and keep records of all activities. ✓
 - Any other relevant answer related to project planning steps.

Max (18)

5. The importance of Gantt charts.
 - They help the planners to project dates in advance. ✓✓
 - Timelines serve as a planning tool that help to indicates the due date or date of completion for each of the short-term objectives and tasks. ✓✓
 - Timelines keep information in the order that it must be in. ✓✓
 - Dates are also very well organised in a timeline as well as sequence of events that the information could be in. ✓✓
 - They are vital to project management as businesses try to meet and exceed client expectations. ✓✓
 - Project managers use timelines tools to get their jobs done, many of which are specific to a single company or product. ✓✓
 - Any other relevant answer related to the importance of Gantt charts.

Max (8)

6. Conclusion

- Planning tools enable entrepreneurs to transform their business plan into an action plan. The following planning tools will be discussed in detail:
- Gantt charts or Work Breakdown Structure (WBS)
- Planning tools enable entrepreneurs to transform their business plan into an action plan. Planning tools, like Gantt charts and Work Breakdown Structure (WBS) can help the entrepreneur will ensure that projects are completed on time.
- Any other relevant conclusion related to action plan steps/importance of action plan/ project planning steps/ importance of Gantt charts.

Any (1 × 2) (2)
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Steps to draw up an action plan	10	
Importance of action plans	10	
Project planning steps	18	
Importance of Gantt charts	8	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis, interpretation	2	
Synthesis	2	
Originality / Examples	2	
TOTAL MARKS		40

LASO – For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if some requirements are met.
Allocate 0 marks where requirements are not met at all.

Consolidation

Learner's Book page 255

QUESTION 1

1.1 Meaning of an action plan

- An action plan is a detailed plan outlining actions needed to reach the business goals. ✓
- An action plan shows the activities that must be completed. An action plan is needed to implement the business plan and show how activities will be organised to achieve the goals of the business plan. ✓

Max (2)

1.2 Project planning steps

- Define the scope of the plan to be done, for example, what is the purpose, first and last activities ✓✓
- Identify project supporters. ✓✓
- Break the project down into activities. ✓✓
- Set time frames and determine how long each activity takes. ✓✓
- Set milestone targets for example what are the main completion point ✓✓
- Determine accountabilities and person responsible for the decision made. ✓✓
- Calculate the financial, human, and technical resources that will be needed ✓✓
- Plot the activity schedule into a Gantt chart ✓✓
- Execute the project plan. ✓✓
- Monitor progress ✓✓
- Communicate and review project progress. ✓✓

- Keep records of all activities. ✓✓
- Any other relevant answer related to project planning steps.

Note: Mark the first THREE (3) only.

Max (6)

1.3 Purpose of a business plan

- A business plan is a formal written document ✓ containing the goals of a business. ✓
- The business plan also includes the timeframe ✓ for achieving the goals and this document serves as a roadmap that provides direction to the business. ✓
- Any other relevant answer related to the purpose of a business plan.

(4)

QUESTION 2

2.1 Types of planning tools from statements

2.1.1 Work Breakdown structure ✓✓

2.1.2 Gantt Chart ✓✓

(2 × 2) (4)

QUESTION 3

3.1.1 Outline the steps to follow when drawing up an action plan

Step 1: Strategic planning of the business. Know where you want to go. ✓

Step 2: Create measurable goals. ✓

Step 3: List the tasks to be performed. ✓

Step 4: Divide the big tasks into smaller, more manageable parts. List the tasks. ✓

Step 5: Decide on deadlines for every activity. ✓

Step 6: Create a visual representation of the action plan. ✓

Step 7: Regularly check the progress. ✓

Note: Steps can be in any order.

Max (6)

3.1.2 Importance of timelines

- Timelines of a visual representation of chronological information. ✓✓
- Timelines is a graphic tool that show the dates and events labelled on points. ✓✓
- A timeline is a line on which time and activities are marked. It is a simple tool that lists all the activities that need to be done and the date order in which they will be completed. ✓✓
- Timelines help team members to know what milestones need to be achieved and by when. ✓✓
- Timelines is a simple tool that lists all the activities that need to be done and the date order in which they will be completed. ✓✓
- Timelines show dates. They also have a title and labels. They use a series of dates on a linear scale to show the due date or date of completion for each of the short-term objectives and tasks. They normally show projected dates rather than actual ones. ✓✓
- A timeline does not show the duration of a project. It shows a passage of time. A timeline is divided into equal spaces that are either weeks or months. ✓✓
- The entries on the timeline need to be correct and the information needs to be well-organised. ✓✓
- A timeline should be visually appealing, clean, and neat. ✓✓
- Any other answer related to the importance of timelines.

Max (6)

TOPIC 16 Setting up/Starting a business plan

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> Emphasize the concepts initiating business ventures, setting up business, action plan, choice of funding, nature of finance, amount of capital needed, risk, cost of finance. Use visual aids like pictures, newspapers, magazines, short video clips etc. to demonstrate and have class discussions about the topic. 	<ul style="list-style-type: none"> Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, Aspects to be considered when initiating a business. Factors to be considered before start-up Reasons why businesses need funding Factors that influence the choice of funding. Ensure that learners are aware of all the content that must be covered. Use new terms in every lesson, elaborate on the meaning and context of each, and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. Indicate the key words used in the topic. Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. Use the notes to markers, exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly Consolidate the topic and concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.
Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Emphasis should be placed on the learning of appropriate terminology related to the topics. Use new terms in every lesson, elaborate on the meaning and context of each and create a glossary. Illustrate the meaning of new terms by using them in context, in sentences and in short scenarios. Teachers must use practical examples and demonstrations to elaborate on the meaning of concepts. This practice would assist learners with the ability to name concepts and explain their meaning 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. Refer to previous provincial and national papers.

Memoranda to activities

Activity 16.1 Learner's Book page 260

1.1.1 Factors to be considered before starting up from the scenario

FACTORS	MOTIVATIONS
a) Customer services ✓✓	Peter, the owner of TP conducted research to identify his target market. ✓
b) Cost saving ✓✓	He also changed some of his original plans due to new technology. ✓
c) Business growth ✓✓	Peter devised a suitable strategy to manage a large group of employees. ✓
Submax (6)	Submax (3)

**NOTE: 1 Do not award marks for motivation if the factor was not correctly identified.
2. Award marks for starting up factors, even if the motivation were incomplete.**

Max (9)

1.2 Other aspects to consider before initiating a business

Strategy ✓✓

- The business must have systems and processes in order to achieve its goals. ✓

Submax (3)

Operations ✓✓

- The business has different activities to achieve its goals and be successful. ✓

Submax (3)

Productivity ✓✓

- Productivity is the effectiveness of production in terms of the rate of output per unit of input. ✓

Submax (3)

Size of a business ✓

- Businesses must decide on the most appropriate size of the business that it can handle. ✓
- Any other relevant answer related to the aspects to consider before initiating a business.

Submax (3)

NOTE: Mark the first THREE (3) answers only..

Max (9)

Activity 16.2 Learner's Book page 262

1.1 Multiple questions

1.1.1 C ✓✓

1.1.2 D ✓✓

1.1.3 D ✓✓

1.1.4 A ✓✓

(4 × 2) (8)

1.2 Reasons why businesses need funding.

- Cover the start-up cost ✓ of buying premises/machinery/raw material. ✓
- Run the business and have enough money ✓ to pay employees/suppliers of raw material. ✓
- Pay for the cost of input ✓ such as wages, telephone and other expenses. ✓
- Expand the business as the orders/sales increase ✓ and bigger premises need to be established. ✓
- Any other relevant answer related to reasons why businesses need funding.

Max (8)

Consolidation

Learner's Book page 265

QUESTION 1

1.1 Choose a word from a block

- 1.1.1 Trade credit ✓✓
- 1.1.2 Cost of finance ✓✓
- 1.1.3 equity capital ✓✓

(3 × 2) (6)

QUESTION 2

2.1.1 The amount of capital needed. ✓✓

2.1.2 Risk ✓✓

2.1.3 Period of finance ✓✓

(3 × 2) (6)

QUESTION 3

3.1 Introduction

- Entrepreneurs must consider aspects like its strategy, operations, productivity and size of the business before starting up. ✓
- All businesses need money to be successful and grow. ✓
- Businesses must consider all relevant factors before they choose the most appropriate source of funding. ✓
- Any other relevant answer related to reasons why businesses need funding/initiating a business/ sources of funding/factors influencing the choice of funding.

(Any 2 × 1) (2)

3.2 Reasons why businesses need funding

- Run the business to have enough money to pay salaries and suppliers, etc. ✓✓
- Cover the start-up cost to purchase assets like machinery, vehicles, etc. ✓✓
- Funding for starting up a new business. ✓✓
- Businesses need funds to grow and expand. ✓✓
- They need money for debt restructuring. ✓✓
- Any other relevant answer related to reasons why businesses need funding.

Max (10)

3.3 Factors to consider when initiating a business

3.3.1 Culture of the business ✓✓

- Businesses must decide what will be the culture of the business ✓ and train staff to know the culture for example the dress code. ✓
- They must ensure that staff knows the culture of the business ✓ and that their behaviour does not damage the business image. ✓
- Any other relevant answer related to the culture of the business as a factor that must be considered when initiating a business.

Heading	2
Explanation	2
Submax	4

3.3.2 Environmental changes ✓✓

- Businesses operate in a dynamic and unpredictable environment ✓ as it always changes and pose many challenges to businesses. ✓
- Environmental change requires businesses to always adapt ✓ and review their original plan. ✓
- Any other relevant answer related to the environmental changes of the business as a factor that must be considered when initiating a business.

Heading	2
Explanation	2
Submax	4

3.3.3 Customer services ✓✓

- Businesses must identify their potential customers✓ before starting up. ✓
- They must conduct market research✓ for the accurate identification of customers' needs.
- Businesses must establish a good relationship with their customers. ✓
- They must change the market plan✓ to accommodate customer needs. ✓
- Any other relevant answer related to customer services of the business as a factor that must be considered before initiating a business.

Heading	2
Explanation	2
Submax	4

3.3.4 Business growth ✓✓

- Determine the size and the growth of the business before they start up their business. ✓
- Devise a suitable strategy✓ to manage and control a larger group of employees. ✓
- Any other relevant answer related to business growth of the business as a factor that must be considered when initiating a business.

Heading	2
Explanation	2
Submax	4

3.3.5 Cost saving ✓✓

- Businesses could do a joint advertising campaign✓ with other businesses that sell complementary products to reduce the advertisement cost. ✓
- Businesses could save on office costs✓ by using recycled printer cartridges and buying good quality used equipment. ✓
- Hire temporary employees✓ or use independent contractors to save cost. ✓
- Business could save cost✓ by considering other aspects such as insurance, credit, online transactions etc. ✓
- Any other relevant answer related to cost saving of the business as a factor that must be considered when initiating a business.

Heading	2
Explanation	2
Submax	4

Max (16)

NOTE: Mark first FOUR only.

3.4 Sources of funding

Bank overdraft

- Businesses with current check account✓ can organize a bank overdraft with the bank. ✓
- With this type of funding, the bank will allow the business to draw more✓ than what is deposited in their bank account. ✓
- The bank will set a limit✓ on the amount that can be drawn from the account. ✓
- The business pays interest on the amount of money they withdraw✓ and for the period they have overdrawn. ✓
- Any other relevant answer related to bank overdraft as a source of funding.

Submax (6)

Lease and hire purchase

- Businesses may prefer to lease certain items ✓ instead of buying them. ✓
- Businesses can lease certain assets✓ such as equipment and technology, which are owned by the other party. ✓
- In the contract, the fixed amount of monthly premium✓ must be specified. ✓
- Businesses can use leasing because it is easier to find finance✓ for lease agreement than for the purchasing of an expensive asset. ✓
- Any other relevant answer related to lease and hire purchase as a source of funding.

Submax (6)

Max (12)

3.5 Factors that influence the choice of funding

3.5.1 Nature of finance

- Some types of financing like shares and debentures are not available to certain forms of ownership like sole traders and partnerships. ✓✓
- Shares and debentures can only be issued by companies. ✓✓
- Sole traders and partnerships will rather make use of other forms of funding. ✓✓
- Any other relevant answer related to the nature of finance as a factor influencing the choice of funding.

Submax (4)

3.5.2 Period of finance

- For short-term financing like the payment of creditors, buying stock, etc. the business will rather use a bank overdraft. ✓✓
- On the other hand, if the business must buy an asset like equipment a bank loan will suit the purpose better. ✓✓
- Any other relevant answer related to the period of finance as a factor influencing the choice of funding.

Submax (4)

Max (8)

3.6 Conclusion

- To be successful entrepreneurs must be very careful and consider several factors and aspects before starting a new business. ✓✓
- The effective management of funds will enable an entrepreneur to be sustainable in the long run. ✓✓
- Successful businesses always conduct research on aspects that must be considered when initiating a business. ✓✓
- Various factors that influence the choice of funding should be considered to avoid paying high interest rates. ✓✓
- Any other relevant answer related to reasons why businesses need funding/initiating a business/sources of funding/choice of funding.

**Any (1 × 2) (2).
(40)**

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Reasons why businesses need funding	10	
Factors to consider when starting up a new business	16	
Sources of funding	12	
Factors that influence the choice of funding	8	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOPIC 17 Presentation of information

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> • Introduce topic by giving learners an example of a non-verbal presentation, an example of a verbal presentation – played via a short video clip. • Class discussion should ensue about the differences between the two presentation. • Emphasize the difference between the two concepts. Use visual aids like pictures, newspapers, magazines, etc. to demonstrate it. 	<ul style="list-style-type: none"> • Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, • The importance of presenting business information • Type of visual aids. e.g. tables, graphs, diagrams, posters, handouts. • How the presenter should prepare visual aids • Factors to consider when preparing a presentation • Types of written information • Steps in report writing etc • Ensure that learners are aware of all the content that must be covered. • Use new terms in every lesson, elaborate on the meaning and context of each, • and create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. • Involve learners in discussions which they may have observed in the world around them. Encourage them to verbalise and write down some answers. • Indicate the key words in the topic, namely, verbal, non-verbal presentations, visual aids, different types of visual aids, factors when preparing a presentation, business report, etc • Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. • Use the notes to markers, of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly • Consolidate the topic by using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.

Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> • Practical examples and demonstrations could be used when teaching this content. • Emphasise the new terms for the section of work and incorporate it into assessment for learning. • Make use of crossword puzzles to increase learner exposure to new terms. • Use tables to assist learners to differentiate between two concepts, e.g. verbal and non-verbal presentations. • Teachers should take time to explain the relationship between factors that must be • considered when preparing a presentation and when presenting. Learners must be • engaged in role play of these factors and then provide feedback on areas for • improvement. It should be noted that presenters prepare for a presentation alone (at home) without an audience. These factors will enable them to conduct a good presentation. Key words such as credibility, sections, position and eye-contact must be used so that learners remember facts with more clarity. 	<ul style="list-style-type: none"> • Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. • Refer to the national and provincial examination papers.

Memoranda to activities

Activity 17.1 Learner's Book page 271

1.1 Identifying visual aids

1.1.1 Flow chart/Diagram ✓✓

1.1.2 Tables ✓✓

1.1.3 Handouts ✓✓

1.1.4 Line graph ✓✓

Max (4 × 2) (8)

Activity 17.2 Learner's Book page 274

1.1 Types of visual aids

– Transparency ✓

– Tables ✓

– Graphs/Bar graph/Line graph/Pie chart ✓

– Flow chart/Diagram ✓

– Poster ✓

– Handouts ✓

(3 × 1) (3)

NOTE: Mark the first THREE (3) answers only.

1.2 Written information

1.2.1 Type of written information

– Analytical reports ✓✓

(2)

– Motivation: included a report with recommendations on improving their global sales revenue. ✓

(1)

Max (3)

1.2.2 Other types of written information

Business reports ✓✓

- A formal written report issued to business stakeholders consisting of a detailed overview of the status of the organisation. ✓
- Business reports are intended to give stakeholders information about the company's activities and financial reports. ✓
- Any other relevant answer related to business reports.

Submax (3)

Business plans ✓✓

- A business plan is a formal written document containing the goals of a business, the methods for attaining those goals, and the time-frame for the achievement of the goals. ✓
- Business plans may be internally or externally focused. ✓
- Externally-focused plans draft goals that are important to outside stakeholders. ✓
- Internally-focused business plans target intermediate goals required to reach the external goals. ✓
- Any other relevant answer related to business plans.

Submax (3)

Informational reports ✓✓

- Report that provides stakeholders with data/information relating to certain events, without additional inputs. ✓
- The focus of the report is to provide stakeholders with feedback on certain activities/matters. ✓
- Any other relevant answer related to informational reports.

Submax (3)

Research reports ✓✓

- Document that outlines the processes, data, and findings of a systematic investigation. ✓
- It serves as a first-hand account of the research process, and is considered as an objective and accurate source of information. ✓
- Any other relevant answer related to research report.

Submax (3)

Max (6)

NOTE: Mark the first TWO answers only.

1.3 Reasons why business presentations must be in a written format

- Written business presentation provide the organisation with an opportunity to promote the corporate image of the organisation. ✓✓
- The content of a written business presentation is adaptable and could easily be amended. ✓✓
- New/Recent information could easily be added to the presentation. ✓✓
- Written presentations make it easier for the presenter to interact with the audience/stakeholders. ✓✓
- Stakeholders/audience could interact with the business presentation after the presentation. ✓✓
- Any other relevant answer related to reasons why business presentations must be in a written format.

Max (6)



Activity 17.3

Learner's Book page 277

1.1 Introduction

- Successful businesses always find new ways of presenting business information to avoid using the same presentation style. ✓
- Business information can be presented verbally or non-verbally depending on the of information that must be presented and the intended audience. ✓
- Visual aids refer to support materials such as tables, graphs, pie charts, posters used in addition to spoken information. ✓
- The success of any presentation requires presenters to prepare for a presentation before doing a presentation. ✓
- Presenters need to consider several factors that will enable them to make a meaningful presentation. ✓
- Any other relevant introduction related to the importance of presenting business information/ verbal and non-verbal presentation/ preparing visual aids/ factors that must be considered before a presentation.

Any (2 × 1) (2)

1.2 The importance of presenting business information

- Business information provides management with information/data regarding important markets. ✓✓
- Enables businesses to identify opportunities and threats in the market. ✓✓
- Allows management to develop new strategies in order to overcome competition in the market. ✓✓
- Enables businesses to share their financial performance with internal and external stakeholders. ✓✓
- Attracts and retains investors and improves the image of the business. ✓✓
- Employees are informed about the business operations and the required performance. ✓✓
- Increases sales and profitability. ✓✓
- Any other relevant answers related to the importance of presenting business information.

Max (10)

1.3 Verbal and non-verbal presentation and examples of each.

VERBAL PRESENTATION	NON-VERBAL PRESENTATION
A verbal presentation refers to the use of speech ✓ by the presenter to convey a message to stakeholders. ✓	A non-verbal presentation refers to the use of the written words ✓ to convey a message to stakeholders. ✓
Presentations are made to the stakeholders by experts ✓ that can speak about the results of the organisation. ✓	Stakeholders are issued with hard copies of the documents that ✓ may be followed during a presentation. ✓
The most effective verbal presentation will include clear, simple language, and visual aids ✓ that convey the message to the stakeholders. ✓	The most effective non-verbal presentation will include reports, tables, graphs, analysis of results ✓ that are easy to read/follow. ✓
Examples: Oral presentation ✓ / Recorded presentation ✓ / Question and answer session.	Examples: Business reports ✓ / Questionnaires ✓ / Financial Reports / Brochures / Handouts.
Any other relevant answer related to verbal presentation.	Any other relevant answer related to non-verbal presentation.
Submax (6)	Submax (6)

Max (12)

- NOTE: 1 The answer does not have to be in tabular format.**
2 The difference does not have to link but they must be clear.
3 Award a maximum of SIX (6) marks if the difference is not clear/mark either verbal presentation or non-verbal presentation only.
4 Award a maximum of ONE mark for examples.

1.4 Preparing visual aids

Posters

- Use the title on the poster ✓ to draw the attention of the reader. ✓
- The poster must be designed ✓ to be attractive and eye-catching. ✓
- The poster must be easy ✓ and quick to read. ✓
- Keep the poster simple ✓ and free of unnecessary information. ✓
- Include a few words on the poster, ✓ to minimize the reading time. ✓
- Use big/bold size font on the poster ✓ to ensure an easy read by the reader. ✓
- Include graphics that are large/clearly visible ✓ from a distance. ✓
- Use contrasting colours on the poster, ✓ to highlight important details. ✓
- Any other relevant answer related to preparing posters.

Submax (6)

Handouts

- The handouts must complement the presentation ✓ with summarised notes. ✓
- Prepare a cover page ✓ with the title and details of the presenter. ✓
- Include an index page ✓ with different levels of information. ✓
- The handout must include information ✓ like definitions/tables/illustrations. ✓
- Limit the content of the handout ✓ to 2 – 4 pages. ✓
- Acknowledges sources ✓ that were accessed to compile the handout. ✓

- Ensure that sufficient copies of the handouts are printed ✓ for distribution. ✓
- Any other relevant answer related to preparing handouts

Submax (6)
Max (12)

1.5 Factors that must be considered before a presentation

- Be clear about the purpose of the presentation. ✓✓
- Write down an outline of the important information that you want to share with your audience. ✓✓
- Ensure that the main aim of the presentation is captured in your opening statement. ✓✓
- Familiarise yourself with the content of the presentation to ensure a smooth flow of the presentation. ✓✓
- Be familiar with the background of your audience, so that your presentation speaks to their area of interest. ✓✓
- Include simple language in your presentation ✓✓
- Formulate a rough draft of your presentation, that includes a logical flow of information from the introduction, to the body and finally to the conclusion thereof. ✓✓
- Summarise the main facts of the body in your conclusion and link your conclusion to the initial purpose of the presentation. ✓✓
- Includes visual aids, that will enhance your presentation. ✓✓
- Practice the delivery of your presentation to ensure that you do not exceed the time allocated to you. ✓✓
- Prepare yourself for possible clarity questions that your audience may ask after the presentation. ✓
- Any other relevant answer related to factors that must be considered before a presentation.

Max (12)

1.6 Conclusion

- Various methods of communication may be used to convey the information in an effective manner to management/ stakeholders. ✓✓
- Planning for the presentation ensures that any challenges that may occur during the presentation are identified and acted upon. ✓✓
- Any other relevant conclusion related to the importance of presenting business information/verbal and non-verbal presentation/ preparing visual aids/ factors that must be considered before a presentation.

Any (1 × 2) (2)
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Importance of business presentations	10	
Verbal presentations vs non-verbal presentations	12	
Preparation of visual aids	12	
Factors to consider before presentation	12	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis, interpretation	2	
Synthesis	2	
Originality / Examples	2	
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

Consolidation

Learner's Book page 278

QUESTION 1

1.1 Choose the correct answer

1.1.1 C ✓✓

1.1.2 A ✓✓

1.1.3 D ✓✓

1.1.4 B ✓✓

1.1.5 B ✓✓

(5 × 2) (10)

QUESTION 2

2.1 Types of written information

- Business reports ✓
- Business plans ✓
- Informational reports ✓
- Research reports ✓
- Analytical reports ✓

(4 × 1) (4)

NOTE: Mark the first FOUR (4) answers only.

2.2 Answer questions from a scenario

2.2.1 Visual aid

- Flow chart/Diagram ✓✓

(2)

Motivation

- The software developer used a symbolic representation of processes involved in the app to the management of CSS. ✓

(1)

Max (3)

2.2.2 Other types of visual aids

Tables ✓✓

- A table is a set of facts and figures arranged in columns and rows. ✓
- The information in a table is used to compare or contrast data ✓
- Any other relevant answer related to tables as visual aids.

Submax (3)

Graphs ✓✓

- A bar graph is a diagram showing how two or more sets of data are related. ✓
- Useful to compare data over a period of time ✓
- A line graph is a diagram, usually a line or curve, which shows how two or more sets of numbers or measurements are related. ✓
- Indication of how trends have changed over a period of time. ✓
- A pie chart is a circle divided into segments, represented with percentages. ✓
- Used to graphically illustrate sets of data in proportion to each other. ✓
- Any other relevant answer related to graphs as visual aids.

Submax (3)

Poster ✓✓

- Refers to a large sheet of paper/cardboard promoting certain products or events pasted on public street poles /walls. ✓
- Any other relevant answer related to posters as visual aids.

Submax (3)

Handouts ✓✓

- Copy of the presentation where the content of multiple slides is displayed on a single page. ✓
- Any other relevant answer related to handouts as visual aids.

Submax (3)

Transparency✓✓

- A transparency is a thin sheet of transparent flexible material. ✓
- They are plastic sheets that the presenter can use to write the information on✓
- Any other relevant answer related to transparencies as visual aids.

Max (6)

NOTE: Mark the first TWO answers only.

2.3 Preparing visual aids

Slides/Transparencies

- Summarise the text✓ that will be included on the transparency/slide. ✓
- Keep the information✓ on the transparency/slide short and simple. ✓
- Refrain from using full sentences,✓ include only key concepts. ✓
- Choose the correct font/size✓ that will be easy to read. ✓
- Choose the correct colour✓ contrast for the transparency/slide. ✓
- Ensure that the transparency/slide✓ includes sufficient white spaces. ✓
- Any other relevant answer related to preparing slides/transparencies.

Submax (4)

Posters

- Use the title on the poster✓ to draw the attention of the reader. ✓
- The poster must be designed✓ to be attractive and eye-catching. ✓
- The poster must be easy✓ and quick to read. ✓
- Keep the poster simple✓ and free of unnecessary information. ✓
- Include a few words on the poster,✓ to minimise the reading time.✓
- Use big/bold size font on the poster✓ to ensure an easy read by the reader.✓
- Include graphics that are large/clearly visible✓ from a distance. ✓
- Use contrasting colours on the poster,✓ to highlight important details.✓
- Any other relevant answer related to preparing posters.

Submax (4)

Max (8)

2.4 Reasons why business presentations must be in a written format

- Presentations are versatile tools of communication that can easily be adjusted. ✓✓
- Business presentation in a written format provide the organisation with an opportunity to promote the corporate image of the organisation. ✓✓
- The content of a written business presentation is adaptable and could easily be amended. ✓✓
- New/Recent information could easily be added to the presentation. ✓✓
- Written presentations make it easier for the presenter to engage with the audience/stakeholders. ✓✓
- Stakeholders/audience could engage with the business presentation after the presentation. ✓✓
- Any other relevant answer related to reasons why business presentations must be in a written format

Max (6)

QUESTION 3

3.1 Introduction

- The success of any presentation requires presenters to prepare for a presentation before doing a presentation. ✓
- Presenters need to consider several factors that will enable them to make a meaningful presentation. ✓
- They are also able to identify and deal with challenges that may occur during the presentation. ✓
- Stakeholders rely on business reports to keep them updated regarding the risks associated with their investments and the expected return on their investments. ✓
- The reports must be a cohesive document based on reliable data and information. ✓
- Any other relevant introduction related to factors that the presenter must consider when preparing a presentation/ steps in report writing/ways in which the presenter can handle feedback in a non-aggressive and professional manner/areas of improvement of a written report.

Any (2 × 1) (2)

3.2 Factors that the presenter must consider when preparing a presentation

- Be clear about the purpose of the presentation. ✓✓
- Write down an outline of the important information that you want to share with your audience. ✓✓
- Ensure that the main aim of the presentation is captured in your opening statement. ✓✓
- Familiarise yourself with the content of the presentation to ensure a smooth flow of the presentation. ✓✓
- Be familiar with the background of your audience, so that your presentation speaks to their area of interest. ✓✓
- Include simple language in your presentation. ✓✓
- Formulate a rough draft of your presentation, that includes a logical flow of information from the introduction, to the body and finally to the conclusion thereof. ✓✓
- Summarise the main facts of the body in your conclusion and link your conclusion to the initial purpose of the presentation. ✓✓
- Includes visual aids, that will enhance your presentation. ✓
- Practice the delivery of your presentation to ensure that you do not exceed the time allocated to you. ✓✓
- Prepare yourself for possible clarity questions that your audience may ask after the presentation. ✓✓
- Any other relevant answer related to factors that must be considered before a presentation.

Max (10)

3.3 Steps in report writing

Decide on terms of reference ✓✓

- Setting the terms of reference helps both the writer and their readers to understand why the report is important and what it hopes to accomplish. ✓
- Setting concrete terms early on will help you create the report’s outline and keep your discussions on track throughout the writing process. ✓
- Any other relevant answer related to deciding on terms of reference as a step in report writing.

Submax (3)

Conduct research ✓✓

- Most reports will require the collection of data that directly relates to the topic. ✓
- Interpreting data and formatting it in a way that the readers will understand is an important part of writing a report. ✓
- Any other relevant answer related to conducting research as a step in report writing.

Submax (3)

Write an outline ✓✓

- The next step is to construct your report’s outline. ✓
- The most important thing to do when writing the outline is to include all the necessary sections/eliminate anything that does not directly contribute to the report’s purpose. ✓
- Any other relevant answer related to writing an outline as a step in report writing.

Submax (3)

Write a first draft ✓✓

- Writing a first draft is one of the most important stages of constructing a successful report. ✓
- The purpose of the first draft is to get all the main elements of the information onto the page. ✓
- The primary goal is to organize the data and analysis into a rough draft that will eventually become a final product. ✓
- Any other relevant answer related to writing a first draft as a step in report writing.

Submax (3)

Analyse data and record findings ✓✓

- The focus of every report is the findings section/presentation of the interpretation of the data. ✓
- The findings section of the report should always provide valuable information related to the topic/issue that is being addressed, even if the results are less than ideal. ✓
- Any other relevant answer related to analysis of data and record findings as a step in report writing.

Submax (3)

Recommend a course of action ✓✓

- The final section of the report's body is the recommendation. ✓
- After examining the data and analyzing any outcomes, present an idea as to what actions should be taken in response to the findings. ✓
- Any other relevant answer related to recommending a course of action as a step in report writing.

Submax (3)

Edit and distribute ✓✓

- The final stage of writing a report is editing it thoroughly and distributing it to the stakeholders/ audience. ✓
- Edit for grammar mistakes, spelling errors/typos. ✓
- Ask someone else to proofread it/give you their opinion on the readability of the content. ✓
- Any other relevant answers related to edit and distribution as a step in report writing.

Submax (3)

Max (12)

3.4 Ways in which the presenter can handle feedback in a non-aggressive and professional manner

- Listen to each question carefully ✓ and ensure that you interpret the question correctly. ✓
- Restate the question for your own understanding ✓ if you are uncertain about the question. ✓
- Respond only to a question ✓ when you are certain about the question being asked. ✓
- When answering a question, it's important that you address the question ✓ and not the person asking the question. ✓
- Be prepared to acknowledge good questions ✓ by emphasising the value of the question to the presentation. ✓
- Don't attempt to answer questions that you do not know the answer to, ✓ acknowledge this to your audience. ✓
- Don't be afraid to admit mistakes made during the presentation ✓ if such mistakes are mentioned by your audience. ✓
- It is important that you remain polite/courteous/professional ✓ when responding to question. ✓
- Refrain from becoming involved in a debate/argument ✓ with the person/s posing the questions. ✓
- Any other relevant answers related to ways in which the presenter can handle feedback in a non-aggressive and professional manner.

Max (14)

3.5 Areas of improvement of a written report

- Determine whether the correct terms of reference were included in the report. ✓✓
- Amend the terms of reference to align with the objectives of the business report. ✓✓
- Ensure that the business report includes the most recent data and information. ✓✓
- Ensure that the outline of the business report includes all the sections of the business report. ✓✓
- Determine whether the first draft correctly organised the data and analysis for the rough draft of the business report. ✓✓
- Consider whether the findings adequately address the issues identified in the business report. ✓✓
- Consider whether the recommendations are aligned to the findings. ✓✓
- Infuse feedback from the audience/stakeholders in the next business report. ✓✓
- Any other relevant answers related to areas of improvement of a written report.

Max (10)

3.6 Conclusion

- Planning for the presentation ensures that any challenges that may occur during the presentation are identified and acted upon. ✓✓
- Creating a report that meets the requirements of the stakeholders is a skill that can be acquired through practicing. ✓✓
- The audience should be allowed questions for clarity after any presentation.
- An honest reflection on presentations by the presenter is often a valuable tool to determine the effectiveness thereof.
- Any other relevant conclusion related to factors that the presenter must consider when preparing a presentation/ steps in report writing/ways in which the presenter can handle feedback in a non-aggressive and professional manner/areas of improvement of a written report.

Any (1 × 2) (2)
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Factors that the presenter must consider when preparing a presentation	10	
Steps in report writing	12	
Ways in which the presenter can handle feedback in a non-aggressive and professional manner	14	
Areas of improvement of a written report	10	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all.

TOPIC 18 Introduction to the human resources function

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> Recap on the meaning of the role of the human resources function. Emphasize the difference between the concepts of human resource activities, namely, recruitment, selection, contracts, induction, salaries and other benefits. Use visual aids like pictures – different types of contracts, newspapers – to look at recruitment advertisements for different positions, magazines – articles about how to conduct yourself during an interview, etc. to demonstrate it. Have a class discussion on how businesses perform the human resource activities successfully. Learners must be alerted to the fact that businesses would offer lucrative fringe benefits to attract and retain skilled and competent employees. As a practical application exercise, learners must be requested to Google or research different examples of benefits offered by businesses and report on their impact. 	<ul style="list-style-type: none"> Familiarise yourself with the exam guidelines specifically the column learners should be able to. This column provides all the content that should be taught to learners, for example, Recruitment: <ul style="list-style-type: none"> The meaning of recruitment The recruitment procedure The components of Job analysis The difference between Job description and job specification as part of job analysis The internal and external recruitment methods. Ensure that learners are aware of all the content that must be covered. Use new terms in every lesson, elaborate on the meaning and context of each, Create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. Indicate the key words used in the human resources activities such as, recruitment, selection, induction, placement, salary determination methods, employee benefits and legislation Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. Use the notes to markers, of the exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This basically enlightens them on how marks will be allocated for action verbs, so that they can practice accordingly Consolidate the human resources concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.

Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> • A clear distinction must be made between the sources of internal and external recruitment, as well as between the sources and methods of recruitment. • Teachers are advised to make use of columns and tabulations when teaching these topics. • Scenarios, statements and employment advertisements are useful tools that teachers should use to explain the differences between 'job description' and 'job specification'. They should also provide a detailed description of these concepts. • When learners must differentiate between two concepts it is better to use a table to show the differences. • Scenarios, statements and employment advertisements are useful tools that teachers should use to explain the differences between 'job description' and 'job specification'. They should also provide a detailed description of these concepts • Scenarios, statements and employment advertisements are useful tools that teachers should use to explain the differences between 'job description' and 'job specification'. They should also provide a detailed description of these concepts • Teachers must revise the different ways in which businesses should comply with the SDA, LRA, BCEA and EEA before teaching the implications of these Acts on the human resources functions. It should be emphasised that the HR function does not train employees but assists managers in identifying employee training and development needs. The word 'implications' in this context would refer to compliance, as the focus is on how the human resources function should comply with each of the above-mentioned Acts in the workplace • This section of work can also be assessed as an essay question. 	<ul style="list-style-type: none"> • Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. • Refer to national and provincial examination papers. • Ensure that learners are well schooled in essay writing. Alert them to the fact this section of work can be assessed as an essay question.

Memoranda to activities

Activity 18.1 Learner's Book page 295

1.1 Choose the correct answer

- 1.1.1 B✓✓
- 1.1.2 C✓✓
- 1.1.3 C✓✓
- 1.1.4 B✓✓
- 1.1.5 B✓✓

(5 × 2) (10)

Activity 18.2 Learner's Book page 297

1.1 Answer questions from a scenario

1.1.1 Induction✓✓ (2)

1.1.2 Purpose of the induction

- New employees✓ are introduced to management and colleagues so that workplace relationships may be established at different levels. ✓
- New employees are welcomed by introducing✓ them to their physical workspace. ✓
- A tour, layout of the building maps, and other general information✓ should be given to new employees on arrival. ✓
- Ensure that new employees are aware of and familiar with the organizational structure ✓ and who they report to. ✓
- Allowances should be made for questions from new employees✓ so that they may be put at ease and so that their anxiety levels may be reduced. ✓
- To ensure that the employees settle into their work environment✓ and become industrious as soon as possible. ✓
- Any other relevant answer related to the purpose of induction.

Max (2)

1.1.3 Other purposes of induction

- New employees are welcomed✓ by introducing them to their physical workspace. ✓
- A tour, layout of the building maps✓, and other general information should be given to new employees on arrival. ✓
- Ensure that new employees are aware of and familiar with the organisational structure ✓ and who they report to. ✓
- Allowances should be made for questions from new employees✓ so that they may be put at ease and so that their anxiety levels may be reduced. ✓
- To ensure that the employees settle into their work environment✓ and become industrious as soon as possible✓
- Rules and safety regulations✓ must be discussed with new employees. ✓
- Any other relevant answer related to the purposes of induction.

NOTE: Do not award marks for responses made in QUESTION 1.1.2.

Max (6)

1.2 Placement procedure that would be used by BFS

- The employer should stipulate ✓ the responsibilities and expectations of the new position for the employee. ✓
- The employer will determine through psychometric testing✓ determine the strengths, weaknesses, skills and interests of the new employee. ✓
- Matching the expectation of the position and the competency and ability of the employee✓ needs to be done by the employer. ✓
- Any other relevant answer related to the placement procedure.

Max (6)

Activity 18.3 Learner's Book page 299

1. Introduction
 - Recruitment enables businesses to employ people whose skills and qualifications are in line with the requirements of the job. ✓
 - The most suitable employees would be the one with the right qualifications/skills/abilities/experience. ✓
 - It is important that the HRM follows correct/fair procedures in selecting and interviewing. ✓
 - Any other relevant answer related to recruitment, interview and induction.

Any (2 × 1) (2)

2. Recruitment procedure that PBB should follow
 - The recruitment procedures commence with the preparation of a job analysis, which includes specifying a job description and job specification. ✓✓
 - The job description is prepared by the human resources manager (HRM) to identify the recruitment needs of the business. ✓✓
 - In order to attract suitable applicants to the business the HRM specifies in the job specification the requirements and key performance areas of the vacancy. ✓✓
 - The HRM then decides on the method of recruitment that will be used by the business to ensure that the most suitable candidate is found for the vacant position. ✓✓
 - Either internal or external recruitment may be selected. ✓✓
 - Should the business not find a suitable candidate through internal recruitment, the HRM will prepare to recruit a suitable incumbent through external recruitment. ✓✓
 - The appropriate recruitment source will be determined for external recruitment and the HRM will prepare the advertisement for employment which will be placed in the selected media to ensure that candidates apply for the vacancy. ✓✓
 - Any other relevant answer related to the recruitment procedure.

Max (12)

3. Differences between internal and external recruitment

INTERNAL RECRUITMENT	EXTERNAL RECRUITMENT
This is the process used by business to advertise vacant positions internally in the business. ✓✓	This is the process used by business to advertise vacant positions externally of the business. ✓✓
Following are sources of internal recruitment that may be used by business: <ol style="list-style-type: none"> 1. Internal e-mails, Intranet, web sites to staff ✓ 2. Word of mouth ✓ 3. Business newsletter, circulars ✓ 4. Internal or referrals from management ✓ 5. Notice board of the business ✓ 6. Internal bulletins ✓ 7. Recommendation of current employees ✓ 8. Head hunting within the Business or organisational database ✓ 	Following are sources of external recruitment that may be used by business: <ol style="list-style-type: none"> 1. Recruitment agencies ✓ 2. Billboards ✓ 3. Printed media, e.g. newspapers, flyers ✓ 4. Electronic media, e.g. radio, TV ✓ 5. Social media, Social networks, Internet, Business websites ✓ 6. Recruitment agencies ✓ 7. Head hunting ✓ 8. Professional associations ✓ 9. Networking ✓ 10. Educational, Training institutions ✓ 11. Posters ✓
Explanation 2 marks Example × 2 (2 marks) Submax 4	Explanation 2 marks Example × 2 (2 marks) Submax 4

Max (8)

4. Role of the interviewer during the interview
- Is to ensure that each candidate ✓ should be allocated the same amount of time for their interviews. ✓
 - That members of the interviewing panel ✓ should be introduced to the interviewee at the commencement of the interview. ✓
 - Is to ensure that the interviewee ✓ should be put at ease. ✓
 - That the purpose of the interview ✓ be explained to the interviewee and interview panel at the commencement of the interview. ✓
 - That the interview responses ✓ of the interviewees be recorded ✓ for future reference or if disputes occur. ✓
 - Should ensure that the interviewee ✓ should not be misled or be misinformed deliberately. ✓
 - Should ensure that the interviewee be granted the opportunit ✓ y to ask questions towards the end of the interview. ✓
 - Is to conclude the interview ✓ by thanking the interviewee for attending the interview. ✓
 - Any other relevant answer related to the role of the interviewer during the interview.
- Max (12)**
5. Purpose of induction to business
- New employees are introduced to management and colleagues so that workplace relationships may be established at different levels. ✓✓
 - New employees are welcomed by introducing them to their physical workspace. ✓✓
 - A tour, layout of the building maps and other general information should be given to new employees on arrival. ✓✓
 - Ensure that new employees are aware of and familiar with the organizational structure and who they report to. ✓✓
 - Allowances should be made for questions from new employees so that they may be put at ease and reduce their anxiety levels. ✓✓
 - To ensure that the employees settle into their work environment and become industrious as soon as possible. ✓✓
- Max (10)**
6. Conclusion
- Employees are the most important resource in any business and its success is strongly influenced by a good recruitment process and interview. ✓✓
 - A well prepared and organised interview process will result in identifying and appointing the most suitable and deserving candidate. ✓✓
 - Any other relevant answer related to recruitment, interview and induction.
- Any (1 × 2) (2)**
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Outline the recruitment procedure that PBB should follow when filling these positions.	12	
Differences between internal and external recruitment	8	
Role of the interviewer during the interview	12	
Purpose of induction to business	10	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

Activity 18.4 Learner's Book page 302

DOWN:

1. Peace meal
2. Time related
3. Induction
4. Recruitment
6. Car allowance
7. Newspapers

ACROSS:

5. Interview
8. Reference
9. Job analysis
10. Employment contract
11. Placement

Consolidation

Learner's Book page 304

QUESTION 1

1.1 Match the columns

- 1.1.1 H✓✓
- 1.1.2 G✓✓
- 1.1.3 J✓✓
- 1.1.4 A✓✓
- 1.1.5 B✓✓

5 × 2 (10)

QUESTION 2

2.1.1 Salary determination method used by MSC

SALARY DETERMINATION METHOD	QUOTE
Piece meal✓✓	They pay their employees for the number of gates they produced and provide employee benefits as per their employment contract.✓
Submax (2)	Submax (1)

Max (3)

NOTE: No marks must be awarded for motivations if the salary determination method was incorrectly identified.

2.1.2 Difference between compulsory and non-compulsory employee benefits and give ONE example of each.

COMPULSORY BENEFITS	NON-COMPULSORY BENEFITS
These are benefits ✓ that businesses are legally required to offer its employees. ✓	These are benefits that employees receive ✓ but do not form part of the employees' s primary remuneration package. ✓
An example is Unemployment Insurance Fund/UIF ✓, Pension Fund ✓, Medical Aid ✓	This is known as fringe benefits or perks. ✓
	An example is car allowance ✓, cellphone allowance ✓, performance-based incentives ✓ Housing allowance ✓ etc
Any other relevant example related to compulsory benefits.	Any other relevant example related to fringe benefit.
Submax (3)	Submax (3)

Explanation	2
Example	1
Submax	3

Max (6)

2.1.3 Legal requirements of an employment contract

- The employment contract is a legal and binding agreement ✓ between the employer and the employee. ✓
- Both the employer and employee ✓ should agree to any changes to the contract. ✓
- During the employment term ✓, aspects of the contract can be renegotiated if necessary. ✓
- No changes may be made to the employment contract ✓ by any of the parties. ✓
- The contract must be signed ✓ by both the employer and employee. ✓
- A code of conduct and ethics ✓ should be included in the employment contract ✓.
- The terms and conditions of the contract ✓ must be explained to the employee. ✓
- The contract may not contain any requirements ✓ that conflicts with the Basic Conditions of Employment Act (BCEA). ✓
- Any other relevant answer to the employment contract.

Max (6)

2.2 Implications of the Labour Relations Act on the human resources function

- Due to processes that need to be followed for the Commission for Conciliation, Mediation and Arbitration, employees may not just be dismissed from business. ✓✓
- Workers should be allowed to form workplace forums which is in the interest of all employees. ✓✓
- The human resources manager should ensure that negotiation and employee participation in decision making takes place in the workplace. ✓✓
- Employee rights should be protected as stipulated in the constitution so that social justice, economic development and labour peace are enabled. ✓✓
- Any other relevant answer related to the labour relations act on the HR function.

Max (6)

QUESTION 3

3.1 Introduction

- Shortlisted applicants should be interviewed in order to evaluate their suitability for the job. ✓
- Employers and employees should adhere to the terms and conditions of the employment contract. ✓
- Any other relevant answer related to the selection procedure, interview and placement.

Any (2 × 1) (2)

3.2 The selection procedure

The selection procedure involves the following steps:

Step 1

- The documentation, e.g. application forms with all supporting documents, is received and sorted according to the criteria of the vacant position. ✓✓

Step 2

- The applications are screened by assessing the CV's. A shortlist is then created. ✓✓

Step 3

- Background tracing and reference checking takes place to verify the information on the CV. ✓✓
- Verification agency may be used by businesses for this purpose. ✓✓

Step 4

- Sifting initial interviews are held to ensure that applicants who meet the selection criteria are suitable for further interviews. ✓✓

Step 5

- Candidates who have applied for senior positions participates in competency-based testing to confirm that the best candidate is chosen for the position. ✓✓

Step 6

- Conduct interviews with shortlisted candidates. ✓✓
- Interviews are conducted with the shortlisted candidates. ✓✓

Step 7

- A written offer of employment is made to the candidate selected after the interview process. ✓✓

NOTE: Steps can be in any order.

Max (14)

3.3 The purpose of an interview

- To assess ✓ the general character, strengths and weaknesses of the candidate. ✓
- To determine ✓ the candidate's suitability for the position based ✓ on his / her skill, experience and qualifications. ✓
- To assist the employer ✓ in selecting the most suitable candidate. ✓
- To ensure that the information supplied ✓ by the candidate is matched to the requirements of the position. ✓
- Provides the employer with the opportunity ✓ for information sharing between the business and candidate. ✓
- To assess the suitability of a candidate for the vacant position ✓ by evaluating his/her temperament. ✓
- Any other relevant answer related to the purpose of an interview.

Max (12)

3.4 Placement procedure as a human resource activity

- The employer should stipulate the responsibilities and expectations ✓ of the new position for the employee. ✓
- The employer will determine through psychometric testing ✓ the strengths, weaknesses, skills and interests of the new employee. ✓
- Matching the expectation of the position ✓ and the competency and ability of the employee needs to be done by the employer. ✓

Max (6)

3.5 Implications of the Basic Conditions of Employment Act for the human resources function

- Workers should only work 9 hours per day in a 5-day work week or 8 hours per day in a 6-day workweek. ✓✓
- Overtime should not exceed 10 hours per week. ✓✓
- They must have a break of 60 minutes after 5 hours of work. ✓✓
- Workers can take up to six weeks paid sick leave during a 36-month cycle. ✓✓
- Businesses should not employ children under the age of 16. ✓✓
- Workers must receive double pay if they work during public holidays or on Sundays. ✓✓
- Any other relevant answer related to the implications of the BCEA for the HR function.

Max 12

3.6 Conclusion

- A well-prepared and organised interview process will result in identifying and appointing the most suitable and deserving candidate. ✓✓
- The employment contract should be in accordance with the Basic Conditions of Employment. ✓✓
- Any other relevant answer related to the selection procedure, purpose of an interview, placement and implications of BCEA.

Any (1 × 2) (2)
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Selection procedure	14	
Purpose of an interview	12	
Placement procedure	6	
Implications for BCEA on HR function	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOPIC 19 Team dynamics and conflict management

Teaching tips:

How to introduce	Specific strategies to teach/approach the topic
<ul style="list-style-type: none"> • Emphasise the concepts of stages of team development, team dynamic theories and conflict management. • Use visual aids like short video clips and role player to demonstrate concepts. • Have a class discussion on how the different concepts. • Emphasise differences between concepts and encourage learners to use tables to learn these differences. • Teamwork is a sense of unity that enable team members to share common interests and responsibilities. It reduces stress and enable them to work together towards achieving a common goal. Some of the benefits of teamwork are increased productivity and job satisfaction, employee empowerment, improved quality, and organisational effectiveness. • Teams go through different stages of development before they reach consensus and perform optimally. Team leaders who understand the stages of team development can lead and manage their team members effectively. • Team dynamics are the behavioural and emotional forces that influence a team's performance and direction. Team dynamic theories provide guidelines on how employees working together as a team should be managed in the workplace. Successful businesses use the team dynamics theory to allocate tasks and responsibilities to different team members. • Conflict can be defined as a clash of opinions/ideas/viewpoints in the workplace. It can only be defined as a disagreement between two or more parties in the workplace. • When introducing the conflict management part discuss the causes of conflict: <ul style="list-style-type: none"> – Lack of proper communication between leaders and members. – Differences in backgrounds/cultures/values/beliefs/language. – Limited business resources. – Different goals/objectives for group/individuals. – Personality differences between group/individuals – Different opinions – Unfair workload – Ill-managed stress – Unrealistic expectations 	<ul style="list-style-type: none"> • Familiarise yourself with the exam guidelines specifically the column learners should understand. This column provides all the content that should be taught to learners, for example, • Importance of teamwork • Stages of team development • Conflict • Function of workplace forums • Differences between trade unions and workplace forums • Ensure that learners are aware of all the content that must be covered. • Use new terms in every lesson, elaborate on the meaning and context of each term. • Create a glossary. Create quizzes as part of informal assessment to test these new terms weekly. • Involve learners in discussions related to the topic being taught, which they may have observed in the world around them. Encourage them to verbalise and write down some answers. • Emphasise the key words used in the topic: <ul style="list-style-type: none"> – forming, storming, norming, performing, conflict, workplace forums, etc. – Use concept maps when teaching each section to create in depth understanding of the concept and the processes involved. – Use the latest notes to markers, exam marking guideline to alert learners to the cognitive verbs used on the exam papers and their responses required their activity books. This will enlightens the learners on how marks will be allocated for action verbs, so that they can practice accordingly – Consolidate the concepts using mind maps or one-page worksheets to be completed by the learners after each section of work is taught. Peer marking can be used to give feedback to the learners.

Important tips for the topic	Other ways of assessing the topic
<ul style="list-style-type: none"> Practical examples and role play must be used when teaching the stages of team development. Teachers must place emphasis on activities that take place in each stage of team development. Learners could be given a project that requires them to work in teams. They must then be requested to reflect on their experiences in working with others, making special reference to the stages of team development. Emphasise to learners that the topic conflict resolution is about people. Learners must understand that conflict resolution techniques deal with two employees who have different opinions or beliefs. Furthermore, the conflict resolution techniques can be regarded as informal process since no minutes of the meeting is kept during the meeting. 	<ul style="list-style-type: none"> Informal assessment activities done with learners in class can range from terms and glossary quizzes, one-page worksheets testing the work taught for the day and essay writing practice. Refer to National and Provincial Examination papers.

Memoranda to activities

Activity 19.1 Learner's Book page 313

1.1 Reasons why businesses use team dynamic theories

- Team dynamics theories are used to explain how people function in a team because of their personality type. ✓✓
- To select the right people to create a team. ✓✓
- To allocate tasks according to the roles of team members. ✓✓
- To maximise performance as tasks are allocated according to abilities and skills of business. ✓✓
- To minimise conflict between team members. ✓✓
- Any other relevant answers related to the reasons why businesses use team dynamic theories.

Max (6)

1.2 1.2.1 Jungian theory ✓✓

The management of CC focuses on individual development by maximising their personal potential to effectively contribute to a team. ✓

Max (3)

1.2.2 Other team dynamic theories

Belbin role theory ✓✓

- Team members tend to take on different roles when they interact in a team.
- Belbin found nine key roles which exist in a balanced team. ✓
- Team roles can be categorised into three different categories: action-oriented roles, people-oriented roles, thought oriented roles. ✓

Any other relevant answers related to the Belbin role theory.

Submax (3)

MTR-I approach ✓✓

- According to this theory you can identify eight roles within a team, which describes what each person does at a particular time.
- Different teams need to show different behaviours in order to succeed. ✓
- Any other relevant answers related to the MTR-I approach.

Submax (3)

Margerison-McCann Team Management Profile ✓✓

- A person's preferences influence that person's approach to their job and the way that people cooperate in teams. ✓
- Any other relevant answers related to the Margerison-McCann Team Management Profile.

Submax (3)

Group consensus ✓✓

- is a method where all group members strive to reach an agreement.
- input of all members is gathered to make a decision that is acceptable to all.
- guides groups on how to make decisions through this decision-making and reach.
- Consensus is a method where all group members strive to reach an agreement. ✓
- Any other relevant answer related to the reasons why businesses use team dynamic theories.

Submax (3)

NOTE: Mark the first THREE RESPONSES.

Max (9)

Activity 19.2 Learner's Book page 313

Enrichment Activity (not for Examination purposes) Responses will differ from one learner to the other. This is an example of a possible response:

1.1 Principles of group consensus

- Participants all contribute to finding the best solution for the group.
- Use the group synergy principle of where the group decision is better than input of individuals.
- Consensus is reached if all group members agree to accept a proposal.
- Aim for agreement. Group members must strive to meet the needs of the group and not some individuals.
- All group members are free to take part in order to reach consensus.

Activity 19.3 Learner's Book page 317

1.1 Definition of conflict

- Conflict can be defined as a clash of opinions/✓ideas/viewpoints in the workplace. ✓
- It can only be defined as a disagreement ✓ between two or more parties in the workplace. ✓
- Any other relevant answers related to the definition of conflict.

Max (2)

1.2.1 Causes of conflict from the scenario

- Lack of proper communication between management and staff. ✓
- Shortage of resources. ✓

Any (2 × 1) (2)

1.2.2 Causes of conflict at the workplace.

- Unfair workload between the employees ✓ may lead to stress that can result in conflict. ✓
- Lack of proper communication ✓ between leaders and members. ✓
- Unfair treatment of workers ✓ or favouritism by management. ✓
- Non-managed stress can cause unhappiness ✓ and lead to more stress ✓
- Ignoring rules and procedures ✓ may result in disagreement and conflict. ✓
- Poor organisation, leadership, ✓ and administrative procedures and systems. ✓
- Lack of clarity in roles ✓ and responsibilities ✓
- Unfair treatment of workers ✓ or favouritism by management ✓
- Lack of trust ✓ amongst workers ✓
- Lack of teamwork ✓ between the employees ✓
- Any other relevant answers related to the causes of conflict. ✓

Max (8)

1.2.3 Functions of workplace forums

- Workplace forums play an active role in resolving conflict ✓ that occurs between employees and the employer. ✓
- The aim is to resolve conflict ✓ before it leads to more serious problems in the workplace. ✓
- Workplace forums prevent unilateral decisions made by ✓ employers on issues affecting the employees. ✓
- It encourages workers' ✓ participation in decision-making. ✓
- Workplace forums aim to encourage worker participation ✓ in decision-making in the workplace. ✓

- They play an active role in resolving the conflict ✓ that may occur between employees and the employer. ✓
 - They aim to resolve conflict ✓ before it leads to more serious problems in the workplace. ✓
 - promote ✓ the interests of all employees in the workplace. ✓
 - enhance efficiency ✓ in the workplace through co-operation. ✓
 - are consulted by an employer and reach consensus ✓ about working conditions. ✓
- Any other relevant answer related to the functions of workplace forums.

Max (4)

Consolidation

Learner's Book page 319

QUESTION 1

- 1.1 Team dynamic theories ✓
- Belbin role theory ✓
 - Jungian theory ✓
 - MTR-I approach ✓
 - Margerison-McCann Team Management Profile ✓
 - Group consensus ✓

Note: Mark the first THREE only.

(Any 3 × 1) (3)

- 1.2 Reasons why business use team dynamic theories
- explain how people function in a team because of their personality type ✓✓
 - select the right people to create a team ✓✓
 - allocate tasks according to the roles of team members ✓✓
 - maximise performance as tasks are allocated according to abilities and skills of business ✓✓
 - minimise conflict between team members ✓✓
 - Any other relevant answer related to the reasons why business use team dynamic theories.

Max (6)

QUESTION 2

- 2.1.1 TWO stages of team development that were experienced by RR

STAGES OF TEAM DEVELOPMENT	MOTIVATIONS
1. Storming ✓✓	<ul style="list-style-type: none"> • Lesedi always questioned the other members' ideas as he wanted to be the manager. ✓
2. Norming ✓✓	<ul style="list-style-type: none"> • The team members eventually reached an agreement and consensus on the way forward. ✓
Submax (4)	Submax (2)

NOTE: Mark the first TWO (2) responses.

NOTE: Do not award marks for motivation if the stage was incorrectly identified.

Max (6)

- 2.1.2 Other stages of team development

Forming ✓✓

- The first stage is when team members get to know each other. ✓
- Team members are aware of themselves. ✓
- Team members show good behaviour as they are new to the group. ✓
- Team members plan their work and new roles. ✓

Submax (3)

Storming ✓✓

- The storming phase is often characterised by conflict. ✓
- Team members actively engage in the tasks at hand. ✓
- Team members open up to each other and confront each other's ideas ✓
- There may be power struggles for the position of team leader. ✓
- Any other relevant answer related to the storming phase. ✓

Submax (3)

Performing ✓✓

- Team members start to settle down. ✓
- Team members start to accept and trust one another. ✓
- Team members are confident, motivated, and trust each other. ✓
- Team members agree on ground rules. ✓
- Any other relevant answer related to the performing stage.

Submax (3)

Mourning or adjournment ✓✓

- When a team completed a project and the team breaks up. ✓
- Recognition for achievements and a process of team members saying goodbye. ✓
- Any other relevant answer related to the mourning or adjournment. ✓

Submax (3)

Max (6)

QUESTION 3

3.1 Conflict management theories

3.1.1 Traditional theory

- Traditional conflict management theory assumes that ✓ conflict is bad, caused by troublemakers ✓, and should be avoided. Based on the notion that conflict should be avoided.
- This theory could lead ✓ to a win-lose situation. ✓
- Any other relevant answer related to the traditional theory.

Max (4)

3.1.2 Contemporary theory

- Contemporary theory ✓ recognises that conflict between humans is unavoidable. ✓
- It is based on the fact that other people's views ✓ can lead to positive outcome. ✓
- This theory could lead ✓ to a win-lose situation. ✓
- Any other relevant answer related to the contemporary theory.

Max (4)

3.2

TRADE UNION	WORKPLACE FORUM
An organised association of workers in a trade group of trades, or profession ✓ found to further their rights and interests. ✓	A workplace forum is an elected organisation ✓ consisting of employees in a particular workplace. ✓
A trade union negotiates salaries and wages. ✓	Does not deal with remuneration of the workers. ✓
A trade union can organise a strike ✓ under certain circumstances. ✓	A workplace forum cannot ✓ organise a strike. ✓
A trade union is a legal entity ✓ that can sue or be sued in its name. ✓	Not a legal entity. ✓
Any other relevant answer related to trade unions.	Any other relevant answer related to workplace forums.
Sub max (2)	Sub max (2)

Max (4)

Formal Assessment Tasks

Assessment guidelines

Assessment drives instruction and learning by providing relevant information on the learners' progress and performance. Its main purpose is to support and improve further learning by incorporating artefacts, illuminating various processes, checking in at multiple waypoints and placing value on multiple ways of knowing.

To make sure that tests and examinations are applicable to all learners, you should use Bloom's taxonomy as described below according to the DBE's SBA tasks booklet.

Teachers who are successful also analyse mistakes made by the learners in tests and examinations to inform teaching and to follow-up through improvement strategies.

Cognitive levels of learners (Bloom's taxonomy)

The **cognitive demand** of a question refers to the type and level of thinking learners need to successfully engage with and answer a question.

- High cognitive questions are those which demand that the learners manipulate bits of information previously learned to create and support an answer with logically reasoned evidence. This sort of question is generally **interpretive, evaluative, inquiry-based, inferential, synthesis-based** and **open-ended**.
- Lower cognitive questions are more basic. They ask learners to recall material previously presented and learned. These questions are generally direct, closed, recall-related and that measure knowledge only – factual and process.

Bloom's revised taxonomy illustrates the different cognitive levels.

	Cognitive level	Comment	Context
C1	<p>Knowledge</p> <p>Recall of factual or process knowledge in isolation, i.e. one step or set of steps, instructions and processes at a time.</p>	<p>Requires recalling or recognising only.</p> <p>The learner practised or learned the isolatable bit, e.g. fact, skill, process or steps before.</p>	<p>Exactly the same context as a textbook example or a classroom-based exercise.</p> <p>Explicitly part of the teaching and learning material.</p>
C2	<p>Understanding</p> <p>Convert from one form of representation to another.</p>	<p>Requires knowledge and understanding of steps, processes or isolatable bits.</p> <p>Translating 'words', pictures, symbols, diagrams, etc., for example 'words' into spreadsheet formulas.</p>	<p>Familiar context.</p> <p>Includes interpreting, exemplifying, classifying, summarising, inferring, comparing and explaining.</p>
C3	<p>Application</p> <p>Combining known routines, steps and processes to complete a task. All of the information required is immediately available to the learner.</p>	<p>Requires knowledge, understanding and combining steps, routines, processes and isolatable bits.</p> <p>Application of appropriate abstraction without having to be prompted and without having to be shown how to use it in a familiar context.</p>	<p>Familiar context but with new elements or new circumstances.</p> <p>Learners working with the same or similar steps but different data or new circumstances.</p>

	Cognitive level	Comment	Context
C4	Analysis Understand how parts relate to a whole (pinpoint the core or main aspects) or interact with each other and use appropriate methods to complete a task or solve a problem.	Requires reasoning, investigation or developing a plan or determining a sequence of steps; has some complexity. Completing the task could have more than one possible approach. Organising component parts to achieve an overall objective.	New context. Unseen, unfamiliar problems or tasks.
C5	Evaluation Judging or deciding according to some set of criteria, generally without real right or wrong answers.	Requires weighing possibilities, deciding on the most appropriate. Testing to locate errors.	
C6	Create Putting elements together to form a coherent or functional whole or re-organising elements into a new pattern or structure.	Requires familiarisation with the task by exploring different approaches and interpreting and analysing relevant approaches. Generalisation.	Novel situation. The learner has no familiarity with completed functional whole.

In BS, the above cognitive levels are collapsed providing for lower-order, middle-order and higher-order levels.

	Lower Order C1	Middle Order C2 & C3	Higher Order C4, C5 & C6
Theoretical	Recall (Knowledge)	Understand and apply	Analyse, evaluate and create
Practical	Routine procedures (Knowledge/ Remembering)	Multi-step procedures (Understanding/ Applying)	Problem-solving (Analysing/ Evaluating/ Creating)
Weighing	30%	40%	30%

Did you know

Within each cognitive level, there exists different difficulty levels.

Cognitive demand describes the type of thought process that is required to answer a question and is not necessarily the same as the level of difficulty of a question, such as the difficulty of the content knowledge that is being assessed.

Difficulty levels

As per the same booklet, the difficulty level of a question refers to *the ease with which a learner is able to answer a question*. It is described as follows:

Level	Description
1	Easy to answer
2	Moderately challenging
3	Difficult to answer
4	Very difficult (It allows high achieving learners to excel above the others)

The difficulty level of a question is influenced by one or more of the following:

- The content (subject, concept, facts, principles or procedures), e.g.
- Content that is learned in Grade 10 and that is repeated and practised in Grade 11 and 12 usually becomes easier by Grade 12.
- The number of steps required, or the length of the answer could influence difficulty.
- Stimulus (item or question)
- The language, text or scenario used could influence difficulty.
- Re-read required or limited time could influence difficulty.
- Task (process)
- Short questions vs paragraph or essays – answers that require extended writing are generally more difficult.
- Steps provided or scaffolding of questions – open-ended questions are generally more difficult than structured questions, i.e. questions that lead or guide learners.
- Expected response
- Mark scheme, memo, e.g. detail required in memo vs detail expected in question.
- Allocation of marks.

Assessment in Business Studies

Assessment is a continuous, planned process of identifying, gathering and interpreting information about the performance of learners, using various forms of assessment. It involves four steps: generating and collecting evidence of achievement; evaluating this evidence; recording the findings and using this information to understand and thereby assist the learner's development in order to improve the process of learning and teaching.

Assessment should be both informal (Assessment for Learning) and formal (Assessment of Learning). In both cases regular feedback should be provided to learners to enhance the learning experience.

Assessment in Business Studies focuses on the knowledge, skills and values necessary for informed, ethical, productive and responsible participation in economic sectors. The study and assessment of Business Studies must not only cover essential business knowledge, skills and principles, but should also promote entrepreneurial initiatives, sustainable enterprises and economic growth.

Business Studies covers valuable skills such as leadership, risk taking, problem solving and management skills that prepare learners for success in different business environments. Teachers must take all these skills into account when planning teaching, learning and assessment activities.

Informal or daily assessment

Assessment for Learning aims to continuously collect information of a learner's achievement that can be used to improve their learning.

Informal assessment is a daily monitoring of learners' progress. This is done through observations, discussions, practical demonstrations, learner-teacher conferences, informal classroom interactions, etc. Informal assessment may be as simple as stopping during the lesson to observe learners or to discuss with learners how learning is progressing. Informal assessment should be used to provide feedback to the learners and to inform planning for teaching, but need not be recorded. It should not be seen as separate from learning activities in the classroom. Learners or teachers can mark these informal assessment tasks.

Self-assessment and peer assessment actively involves learners in assessment. This is important as it allows learners to learn from and reflect on their own performance. The results of the informal daily assessment tasks are not formally recorded unless the teacher wishes to do so. The results of daily assessment tasks are not taken into account for promotion and certification purposes.

Formal assessment

All assessment tasks that make up a formal programme of assessment for the year are regarded as Formal Assessment. Formal assessment tasks are marked and formally recorded by the teacher for progression and certification purposes. All Formal Assessment tasks are subject to moderation for the purpose of quality assurance and to ensure that appropriate standards are maintained.

Formal assessment provides teachers with a systematic way of evaluating how well learners are progressing in a grade and in a particular subject. Examples of formal assessments include tests, examinations, practical tasks, projects, oral presentations, demonstrations, performances, etc. Formal assessment tasks form part of a year-long formal Programme of Assessment in each grade and subject.

The Programme of Assessment for Business Studies in Grades 10 and 11 comprises seven tasks which are internally assessed. Of the seven tasks, the six tasks which are completed during the school year make up 25% of the total mark for Business Studies, while the end-of-year examination is the seventh task and makes up the remaining 75%.

In Grade 12, assessment is made up of two components: a Programme of Assessment which makes up 25% of the total mark for Business Studies and an external examination which makes up the remaining 75%. The Programme of Assessment for Business Studies comprises seven tasks which are internally assessed. The external examination is externally set and moderated.

Formal assessment tasks form part of a year-long formal Programme of Assessment in each grade and subject, are school-based and are weighted as follows for the different grades:

Grades	Tasks done during the year	End-of-year examination
R-3	100%	n/a
4-6	75%	25%
7-9	40%	60%
10 and 11	25%	75%
12	25%	External examination: 75%

The forms of assessment used should be appropriate to age and developmental level. The design of these tasks should cover the content of the subject and include a variety of tasks designed to achieve the objectives of the subject.

Formal assessments must cater for a range of cognitive levels and abilities of learners as shown below.

Table 1 Copy to be filled

Cognitive levels	Activity	Percentage of task
Knowledge and comprehension Levels 1 and 2	Basic thinking skills (e.g. factual recall, low-level application and low-level comprehension)	30%
Application and analysis Levels 3 and 4	Moderately high thinking skills (e.g. more advanced application, interpretation and low-level analysis)	50%
Synthesis and evaluation Levels 5 and 6	Higher-order thinking skills (e.g. advanced analytical skills, synthesis and evaluation)	20%

PROGRAMME OF ASSESSMENT GRADE 10-12

The Programme of Assessment is designed to spread formal assessment tasks in all subjects in a school throughout a term. The requirements (number and nature of tasks) for Business Studies are indicated below.

3.2 Business Studies

Note: Refer to Section 4 of the CAPS

PROGRAMME OF ASSESSMENT GRADE 10-11

The Programme of Assessment is designed to spread formal assessment tasks in all subjects in a school throughout a term. The requirements (number and nature of tasks) for Business Studies are indicated below.

The Programme of Assessment in Grade 11

GRADE 11									
	TERM 1		TERM 2			TERM 3		TERM 4	
Form of assessment	Case study	Control Test	Presentation	June examination		Project	Control test	Final examination	
Tool(s) of assessment	Marking guideline	Marking guideline	Rubric and Marking guideline	Marking guideline		Rubric and Marking guideline	Marking guideline	Marking guideline	
Total marks	50	100	50	Paper 1	Paper 2	50	100	Paper 1	Paper 2
				150	150			150	150
Time allocation	2 Hrs	1.5 Hrs	1 Hr	2 Hrs	2 Hrs	6 Weeks	1.5 Hrs	2 Hrs	2 Hrs
Date of completion	Week 7	Week 9-10	Week 7	Week 9-10		Week 2	Week 7-8	Week 9-10	
Content focus: Knowledge and skills	At least 4 topics as per the ATP in Term 1	Control test should cover at least 5 topics as per the ATP for Term 1	At least 4 topics as per the ATP for Term 2	The June exam should cover all topics done as per the ATP for Term 1 & 2		Term 3 topics as per the ATP	Control test should cover 3 topics done as per the ATP for Term 3	The final exam should cover all topics done for the year as per the ATP	

Weighting of formal assessment in Grade 11

Assessment	Term 1		Term 2			Term 3			Term 4		Total
	Case Study	Control Test	Presentation	June examination		Project	Control Test	Year mark	Final Exam		
Total marks	50	100	50	Paper 1 150	Paper 2 150	50	100		Paper 1 150	Paper 2 150	300
Per term weighting	25	75	25	37.5	37.5	25	75		2Hrs	2Hrs	
Per annum weighting	50/5 =10	100/5= 20	50/5 =10	150/15 =10	150/15 =10	50/2.5 =20	100/5 =20	100	300		400
Final Mark								25	75		100

3.2.1 Forms of assessment

In Business Studies, the following forms of assessment must be administered:

- Case study
- Presentation
- Project
- Controlled Test/s
- Examinations

Terms of references for all tasks:

- The Programme of Assessment informs the type of assessment per term expected from learners
- Each formal assessment task must consist of only one assessment activity
- Each task must be completed by individual learners. (Group work is not allowed as it influences mark allocations as well and result in skewed SBA marks)
- A topic must be specified and clear instructions given to learners as guidance of what is expected when completing the task
- Questions must scaffold from lower cognitive levels to higher cognitive level questions where they are asked to analyse, comment and possibly make suggestions based on the topic and the case study given.
- All tasks must be administered under controlled conditions. Learners must collect information and bring it to the classroom where the teacher and learners can interact with the collected information to complete the task

Case study

- Teachers must provide learners with the topics on which the case study will be based for assessment
- Learners to be given one week to collect resources on the topics
- The case study must be administered and completed within two hours under controlled conditions
- Case studies are a very good way of keeping the subject up to date and relevant
- Learners are presented with a real-life situation, a problem or an incident related to the topic
- Each formal assessment task must consist of only one assessment activity
- They should draw on their own experience or prior learning to interpret, analyse and solve a problem or set of problems and make suggestion/s and or recommendation/s to defend their arguments.
- Case studies may be taken from newspaper articles, magazine articles, video clips or radio recordings and all sources must be acknowledged.

Controlled Tests

Two tests, written under controlled conditions, are prescribed for Grades 10 and 11. These control tests must adhere to the following:

- They must be completed by all classes in the same grade on the same day.
- Where there is more than one teacher, agreement must be reached on the scope as well as the date and time of the tests.

- All learners write the same test under examination conditions.
- The duration of each of these tests must be one and half hour for 100 marks.
- The two tests must be written in Terms 1 and 3.
- Tests must cover the different cognitive levels in examinations. See table on cognitive levels under Examinations in the following section.
- Tests must also include problem-solving questions.
- Tests must cover a range of integrated topics, as determined by the annual teaching plan work schedule and the assessment plan.
- Questions must comply with year-end examination standards.

Presentation

- A presentation in Business Studies consists of the following components:
 - ✓ **Written (40) marks**
 - ✓ **Oral (10) marks**
 - ✓ **Total (50) marks**
- The presentation must be based on covered topics in term 2 according to the Annual Teaching Plan.
- A maximum of five (5) minutes must be allocated to the oral presentation per learner.
- A separate rubric must be used for both the written and oral part of the presentation.
- The rubric for the written presentation must be accompanied by a marking guideline.
- Evidence must be available of the oral mark allocated using a rubric.
- The rubric for the assessment of the written as well as for the oral part of the presentation must include the following aspects:
 - ✓ Criteria used to assess must be discussed with the learners prior to the commencement of the project.
 - ✓ Clear level descriptors, which represents the contents of the topic identified for assessment through specific criteria, must be used. (All levels from 0 – 5 must be included)
 - ✓ No clustering of levels is permitted, e.g. 0-1; 2-3 and 4-5
 - ✓ The depth of responses must be clear to allow a learner to obtain maximum marks.
 - ✓ Technical aspects required must also be set as criteria and to be clearly defined in the level descriptors.
- Descriptors should be clearly developed in both rubrics.
- Where e-learning resources are available, the use of electronic presentations should be encouraged and where e-learning resources are not available, posters and/or handout presentations are encouraged.
- Project
 - The purpose of a research project is to develop the research, critical thinking and problem-solving skills of learners.
 - Projects generally work well if they are structured around some form of problem and learners guided towards further research.
 - Research will form part of the project – the project is the evidence of the research conducted.
 - Projects must be given to learners towards the end of the second term for submission during the third term.
 - A project is completed over a longer period of time, as they involve some form of research, consolidation and the choosing of relevant information to prepare a written document as evidence.
 - Submission of the project is due within the second week of the third term.
 - The control in the case of a project will be in the form of continuous monitoring of progress.
 - All the criteria used in a rubric to assess the project must be discussed with the learners prior to them commencing with the project.
- A marking rubric must be used for the project and the following aspects are of importance:
 - ✓ Criteria used to assess must be discussed with the learners prior to the commencement of the project.
 - ✓ Clear level descriptors, which represents the contents of the topic identified for assessment through specific criteria, must be used. (All levels from 0 – 5 must be included)
 - ✓ No clustering of levels is permitted, e.g. 0-1; 2-3 and 4-5
 - ✓ The depth of responses must be clear to allow a learner to obtain maximum marks.
 - ✓ Technical aspects required must also be set as criteria and to be clearly defined in the level descriptors.

3.2.2 Examinations

The following guidelines should be considered when constructing examinations:

- Content

Content stipulated specifically for the grade	100%
---	------

- Cognitive levels

Basic thinking skills (e.g. factual recall, low-level application and low-level comprehension)	30%
Moderately high thinking skills (e.g. more advanced application, interpretation and low-level analysis)	50%
Higher-order thinking skills (e.g. advanced analytical skills, synthesis and evaluation)	20%

- Problem solving

Approximately 10% of all examinations should address problem-solving questions using critical and creative thinking.

These include the solving of real-life problems within the context of the Business Studies curriculum.

These problem-solving questions must also cover a range of cognitive skills (lower, middle and higher order) to cater for all learners, but within the context of the learners.

June examinations

Below is an outline of the structure of the June examination in each of the grades:

Grades	Paper/s	Time	Marks	Topics
Grade 10	1 and 2	1.5 Hrs each	100 marks each	As per Annual Teaching Plan per grade
Grade 11	1 and 2	2 Hrs each	150 marks each	

Distribution of marks per section

Exam Paper	Paper	Section A	Sections B	Section C	Total
Grade 10	1	20	40	40	100
	2	20	40	40	100

Exam Paper	Paper	Section A	Sections B	Section C	Total
Grade 11	1	30	80	40	150
	2	30	80	40	150

End-of-year examinations

Grade 10-11 must two question papers consisting of 150 marks EACH and the duration must be 2 hours per question paper.

	Paper	Time	Marks	Business Environment	Business Venture	Business Role	Business Operation
Grade 10-11	1	2 Hrs	150	50%			50%
	2	Hrs	150		50%	50%	

NOTES TO MARKERS

1. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question.
2. A comprehensive marking guideline has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:
NOTE: There is only ONE correct answer in SECTION A.
3. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)
4. The word 'Submax' is used to facilitate the allocation of marks within a question or sub-question.
5. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts as well as for calculation and moderation purposes.
6. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in the marking guidelines. Only the total for each question should appear in the left-hand margin next to the appropriate question number.
7. In an indirect question, the theory as well as the response must be relevant and related to the question.
8. Correct numbering of answers to questions or sub-questions is recommended in SECTIONS A and B. However, if the numbering is incorrect, follow the sequence of the candidates' responses. Candidates will be penalised if the latter is not clear.
9. No additional credit must be given for repetition of facts. Indicate with an 'R'.
10. The allocation of marks must be informed by the nature of the question, cognitive verb used, mark allocation in the marking guideline and the context of each question.
Cognitive verbs, such as:
 - 10.1 Advise, name, state, mention, outline, motivate, recommend, suggest, (list not exhaustive) do not usually require much depth in candidates' responses. Therefore, the mark allocation for each statement/answer appears at the end.
 - 10.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, compare tabulate, justify, analyse, evaluate, critically evaluate (list not exhaustive) require a greater depth of understanding, application and reasoning. Therefore, the marks must be allocated more objectively to ensure that assessing is conducted according to established norms so that uniformity, consistency and fairness are achieved.
11. Mark only the FIRST answer where candidates offer more than one answer for SECTION B and C questions that require one answer.
12. **SECTION B**
 - 12.1 If, for example, FIVE facts are required, mark the candidate's FIRST FIVE responses and ignore the rest of the responses. Indicate by drawing a line across the unmarked portion or use the word 'Cancel'.**NOTE: This applies only to questions where the number of facts is specified.**
 - 12.2 If two facts are written in one sentence, award the candidate FULL credit. Point 12.1 above still applies.
 - 12.3 Use of the cognitive verbs and allocation of marks
 - If the number of facts is specified, questions that require candidates to 'describe/discuss/explain' may be marked as follows:
 - Fact 2 marks (or as indicated in the marking guidelines)
 - Explanation 1 mark (two marks will be allocated in Section C)The 'fact' and 'explanation' are given separately in the marking guideline to facilitate mark allocation.
 - If the number of facts required is not specified, the allocation of marks must be informed by the nature of the question and the maximum mark allocated in the marking guideline.

13. SECTION C

13.1 The breakdown of the mark allocation for the essays is as follows:

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

13.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, a body, and a conclusion✓	2
Analysis and interpretation	Is the candidate able to break down the question into✓ headings/subheadings/interpret it correctly to show understanding of what is being asked✓	2
	Marks to be allocated using this guide: – All headings addressed: 1 (One 'A') – Interpretation (16 to 32 marks): 1 (One 'A')	
Synthesis	Are there relevant decisions/facts/responses made based✓ on the questions✓	2
	Marks to be allocated using this guide: Option 1: Only relevant facts: 2 marks (No '-S')	
	Where a candidate answers 50% or more (two to four sub-questions) of the question. With only relevant facts: no '-S-' appears in the left margin. Award the maximum of TWO (2) marks for synthesis. Option 2: Some relevant facts: 1 marked (One '-S')	
	Where a candidate answers less than 50% (only one sub-question) of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Award a maximum of ONE (1) mark for synthesis. Option 3: Some relevant facts: 1 marked (One '-S')	
	Where a candidate writes FOUR questions, but one sub-question of the questions with no relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 4: No relevant facts: 0 marks (Two '-S')	
	Where a candidate answers less than 50% (only one sub-question) of the question with no relevant facts; two '-S' appears in the left margin. Award a ZERO mark for synthesis.	
Originality	Is there evidence of examples based on recent information, current trends and developments✓	2
TOTAL FOR INSIGHT:		8
TOTAL MARKS FOR FACTS:		32
TOTAL MARKS FOR ESSAY (8 + 32):		40

- NOTE: 1. No marks will be awarded for contents repeated from the introduction and conclusion.**
2. The candidate forfeits marks for layout if the words INTRODUCTION and CONCLUSION are not stated.
3. No marks will be awarded for layout, if the headings INTRODUCTION and CONCLUSION are not supported by an explanation.

- 13.3 Indicate insight in the left-hand margin with a symbol e.g. ('L, A, –S and/or O').
- 13.4 The breakdown of marks is indicated at the end of the suggested answer/markings guideline to each question.
- 13.5 Mark all relevant facts until the SUBMAX/MAX mark in a subsection has been attained. Write SUBMAX/MAX after maximum marks have been obtained but continue reading for originality 'O'.
- 13.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows: (L – Layout, A – Analysis, S – Synthesis, O – Originality) as in the table below.

CONTENT	MARKS
Facts	32 (max)
L	2
A	2
S	2
O	2
TOTAL	40

- 13.7 When awarding marks for facts, take note of the sub–maximum indicated, especially if candidates do not use the same subheadings. Remember, headings and subheadings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See MARK BREAKDOWN at the end of each question.)
- 13.8 If the candidate identifies/interprets the question INCORRECTLY, then he/she may still obtain marks for layout.
- 13.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the marking guideline.
- 13.10 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.

RECORDING AND REPORTING

Recording is a process in which the teacher documents the level of a learner's performance in a specific assessment task. It indicates learner progress towards the achievement of the knowledge as prescribed in the Curriculum and Assessment Policy Statements. Records of learner performance should provide evidence of the learner's conceptual progression within a grade and her/his readiness to progress or promote to the next grade. Records of learner performance should also be used to verify the progress made by teachers and learners in the teaching and learning process.

Reporting is a process of communicating learner performance to learners, parents, schools, and other stakeholders. Learner performance can be reported in a number of ways. These include report cards, parents' meetings, school visitation days, parent-teacher conferences, phone calls, letters, class or school newsletters, etc. Teachers in all grades report in percentages against the subject. Seven levels of competence have been described for each subject listed for Grades R - 12.

The various achievement levels and their corresponding percentage bands are as shown in the Table below.

CODES AND PERCENTAGES FOR RECORDING AND REPORTING

Rating code	Description of competence	Percentage
7	Outstanding achievement	80 - 100
6	Meritorious achievement	70 - 79
5	Substantial achievement	60 - 69
4	Adequate achievement	50 - 59
3	Moderate achievement	40 - 49
2	Elementary achievement	30 - 39
1	Not achieved	0 - 29

 **Take note**

The seven-point scale should have clear descriptors that give detailed information for each level.

Teachers will record actual marks against the task by using a record sheet, and report percentages against the subject on the learners' report cards.

MODERATION OF ASSESSMENT

Moderation refers to the process that ensures that the assessment tasks are fair, valid and reliable. Moderation should be implemented at school, district, provincial and national levels. Comprehensive and appropriate moderation practices must be in place for the quality assurance of all subject assessments.

Formal assessment (SBA)

All Grade 10 and 11 tasks are internally moderated, while Grade 12 tasks should be externally moderated. The subject head for Business Studies or Head of Department for the Business, Commerce and Management subjects at the school will generally manage this process. Moderation at the school will be carried out at least once per school term.

School-based assessment (SBA)

Term 1
Exemplar

GRADE 11

Business studies

MARCH 202_

Case study: marking guidelines

Marks: 50

QUESTION 1:

1.1.1 Two challenges of micro-environment

CHALLENGES OF THE MICRO-ENVIRONMENT	MOTIVATIONS
(a) Difficult employees ✓✓	Since TTM's takeover of OLS, some employees decided not to perform their tasks without supervision. ✓
(b) Lack of adequate management skills ✓✓	The factory managers do not know how to train their employees on their new operations." ✓
Submax (4)	Submax (2)

Max (6)

1.1.2 How Trendy Ostrich Manufacturers can deal with the challenges identified in Question 1.1.1.

CHALLENGES OF THE MICRO-ENVIRONMENT	RECOMMENDATIONS
(a) Difficult employees	Managers should motivate employees ✓ to boost their confidence in performing their tasks. ✓
	Any other relevant answer related to ways to deal with difficult employees.
	Submax (4)
(b) Lack of adequate management skills	TOM should ensure that all managers are suitably qualified ✓ to perform all necessary tasks including training. ✓
	Any other relevant answer related to ways to deal with lack of management skills.
	Submax (2)

Max (4)

1.2 Role of trade unions

- The main role of trade unions ✓ is to represent staff members in the workplace. ✓
- Trade unions advocate that the economy ✓ should support the working class and the poor. ✓
- Discussions about poverty reduction, reasonable income levels and job creation ✓ are held with employers. ✓
- Trade unions try to ensure that poverty ✓ in the country is reduced. ✓
- They highlight the need for job creation ✓ in the country. ✓
- Any other relevant answer related to the role of trade unions.

Max (6)

1.3 Ways in which Trendy Ostrich Manufacturers adapted to challenges of the business environment from the case study above.

ADAPTING TO CHALLENGES OF THE BUSINESS ENVIRONMENT		MOTIVATIONS
(a)	Strategic responses ✓✓	The management of Trendy Ostrich Manufacturers designed strategic responses to their challenges by analysing all information and identified stakeholders involved. ✓
(b)	Information management ✓✓	They also recorded information so that it is easily retrieved and used effectively. ✓
Submax (4)		Submax (2)

Max (6)

1.4 Types of lobbying.

Hedging against inflation ✓✓

- Businesses use hedging to protect their financial investments ✓ by spreading the risk. ✓
- They invest surplus funds so that its value grows ✓ at a faster rate than inflation. ✓
- They can hedge against inflation ✓ by investing their surplus assets or money in investments with intrinsic value like gold, oil, and property. ✓

Submax (3)

Bargaining sessions between management and unions ✓✓

- These sessions enable employees to negotiate with employers ✓ as a group to protect employees' rights and prevent labour strikes. ✓
- Businesses make sure that their representatives are trained/skilled ✓ to negotiate on their behalf. ✓
- The purpose of bargaining sessions is to find ✓ a win-win situation for all parties. ✓
- Management will try to convince the union to accept its proposal ✓ and the union will try to persuade management to accept their demands. ✓
- The outcome of a successful bargaining session can protect the business ✓ from the negative impact of strikes and loss in productivity. ✓
- Businesses need to be fair/transparent to establish ✓ trust and good communication with unions. ✓

Submax (3)

Influencing supervisory body/regulators ✓✓

- There are many supervisory bodies and regulators who operate ✓ in the business environment. ✓
- Businesses take an active role ✓ in professional bodies. ✓
- Through their membership/advocacy/submissions they may be able to influence ✓ changes to existing regulations. ✓
- Business managers are involved in debates and discussions ✓ that shape public policies. ✓
- Businesses influence and negotiate with these regulators ✓ to protect their sustainability. ✓
- Any other relevant answer related to lobbying

Submax (3)

Max (6)

1.5 Name the type of ethical misconduct committed by Tom.

Sexual harassment ✓✓

(2)

1.6 Negative impact of the type of ethical misconduct identified in QUESTION 1.5.

- Unwelcome or unwanted conduct ✓ causes discomfort for the victim. ✓
- This causes them to be embarrassed ✓ and may result in absenteeism from work. ✓
- The victim may also be unable to concentrate or focus ✓ on their work. ✓
- The business may suffer losses ✓ due to loss of productivity. ✓
- Any other relevant answer related to the negative impact of sexual harassment.

Max (6)

1.7 Socio-economic issues affecting Trendy Ostrich Manufacturers.

SOCIO ECONOMIC ISSUES	MOTIVATIONS
(a) Poverty ✓✓	"Some of TOM's employees cannot afford to support their families as they earn low salaries." ✓
(b) Illiteracy ✓✓	"Other employees cannot read and write." ✓
Submax (4)	Submax (2)

NOTE: Do not award marks for motivation if the sosio-economic issue was incorrectly identified.

Max (6)

1.8 Characteristics of a public company.

- A minimum of one person is required to start a public company. ✓✓
- Requires three or more directors and three or more shareholders. ✓✓
- Register with the Registrar of Companies by drawing up a Memorandum of Incorporation. ✓✓
- The company name ends with letters Ltd. ✓✓
- Has legal personality and therefore has unlimited continuity. ✓✓
- Raises capital by issuing shares to the public and borrowing capital by issuing a debenture. ✓✓
- A prospectus is issued to the public to raise capital. ✓✓
- Shareholders have limited liability. ✓✓
- The new Act forces personal liability on directors who knowingly take part in conducting business in a reckless or fraudulent manner. ✓✓
- The company has a legal personality as well as unlimited continuity. ✓✓
- A public company is required to hold an AGM (Annual General Meeting). ✓✓
- Auditing of financial statements, us compulsory and audited statements are available to shareholders and the public. ✓✓
- Profits are shared in the form of dividends in proportion to the share held. ✓✓
- Any other relevant answer.

NOTE: Mark the first FOUR only.

Max (8)

TOTAL 50

School-based assessment (SBA)

Term 1
Exemplar

GRADE 11

Business studies

MARCH 202_

Controlled Test: marking guidelines

Marks: 150

SECTION A (COMPULSORY)

QUESTION 1

- 1.1.1 B✓✓
- 1.1.2 C✓✓
- 1.1.3 B✓✓
- 1.1.4 A✓✓
- 1.1.5 B✓✓

(5 × 2) (10)

- 1.2.1 Acquisition✓✓
- 1.2.2 Limited✓✓
- 1.2.3 Royalties✓✓
- 1.2.4 Secondary✓✓
- 1.2.5 Tax✓✓

(5 × 2) (10)

TOTAL SECTION A: [20]

SECTION B

QUESTION 2 BUSINESS ENVIRONMENTS

2.1 Components of market environment

- Customers/consumers✓
- Suppliers✓
- Competitors✓
- intermediaries✓
- Regulators✓
- Strategic allies✓
- Unions✓
- Any other relevant answer related to component of market environment.

NOTE: Mark first THREE only.

(3 × 1) (3)

2.2 Challenges from the Business Environment and extend of control.

CHALLENGE (2.2.1)	BUSINESS ENVIRONMENT (2.2.2)	EXTENT OF CONTROL (2.2.3)
"The management of BM mentioned that the business is experiencing a decline in profit due to employee high rate of absenteeism." ✓	Micro ✓	Full control ✓
"BM buys their raw materials from Van Wyk Suppliers who are late on deliveries." ✓	Market ✓	Partial/limited control ✓
"Banks have increased the rate of interest making it difficult for BM to borrow loans." ✓	Macro ✓	No control ✓
Max (3)	Max (3)	Max (3)

2.3 Reasons why businesses lobby.

- Businesses lobby their regulator or supervisory body ✓ to try to influence prices, policies, regulations, and other decisions made by the regulator or the supervisory body. ✓
- Businesses or people lobby or change laws like child labour laws ✓, clean air and water laws, municipal regulations, and so on. ✓
- The views of lobby groups are important and make a difference ✓ by giving solutions to business challenges. ✓
- Lobbying advances businesses causes ✓ and builds public trust. ✓
- Any other relevant answer related to the reasons why businesses lobby.

Max (4)

2.4 How strategic responses can be used to adapt to the challenges of business environments.

- Management needs to design strategic responses to various challenges by analysing all information and identifying the stakeholders involved. ✓✓
- Businesses must get a clear picture of each stakeholder's viewpoints and requirements. ✓✓
- They need to be aware of new competitors in the market, and they must be able to strategically respond to threats. ✓✓
- They must make strategic plans to remain sustainable in a competitive market. ✓✓
- Correct strategic responses assist businesses to identify the most important features of their products. ✓✓
- Any other relevant answer related to how strategic responses can be used to adapt to the challenges of the business environment.

Max (4)

[20]

QUESTION 3 BUSINESS VENTURES

3.1 Aspects of a prospectus

- Name of the company ✓
- Company overview, including the vision, mission, and goals of a business ✓
- Product or service portfolio ✓
- Market analysis and strategy ✓
- Management team ✓
- The risks and potential of the business ✓
- Available financial and share information ✓
- Company's assets and liabilities ✓
- Financial position ✓
- Profits and losses ✓
- Cash flow ✓
- Prospects for growth ✓
- Pre-incorporation contracts ✓
- that have been signed ✓
- Date of registration of the prospectus ✓

- The minimum subscription✓
- Purpose of the offer✓
- Share capital✓
- Shares issued✓
- Property owned✓
- Preliminary expenses✓
- Any other relevant answer related to the aspects of a prospectus.

NOTE: Mark the first THREE only.

Any (3 × 1) (3)

3.2 Legal requirements of the name of a company

- Reserving a name for a company is the first step to registering a company, but it is not compulsory.✓✓
- If a name is reserved at the CIPC, it cannot be used by another company.✓✓
- Names can be reserved by a business for six months.✓✓
- The name of a company is subject to approval by CIPC.✓✓
- The name of a company must be original and may not be misleading.✓✓
- The company cannot use a name that is already in use by another company.✓✓
- A company's name must appear on all company documents.✓✓
- The name of a company must show the type of company, that is:
 - the name of the non-profit company must end with NPC.✓✓
 - the name of a personal liability company must end with Incorporated or Inc.✓✓
 - the name of a private company must end with Proprietary Limited or Pty Ltd.✓✓
 - the name of a public company must end with Limited or Ltd.✓✓
 - the name of a state-owned company must end with SOC Ltd.✓✓
- Any other relevant answer related to the legal requirements of the name of the company.

Max (4)

3.3 Case study question forms of ownership

3.3.1

FORM OF OWNERSHIP	QUOTE
Partnership✓✓	They want to establish a law business where the members are jointly and severally liable for the debts of the business.✓
Submax (2)	Submax (1)

Max (3)

3.3.2

PARTNERSHIP	PRIVATE COMPANY
A partnership is an agreement✓ between two or more persons.✓	Requires one or more directors✓ and one or more shareholders. ✓
Each partner contributes to the partnership,✓ for example, skills, resources or money into the business✓	A private company is not bound✓ to publish a prospectus when issuing shares. ✓
Profit and losses are shared among partners✓ according to the partnership agreement. ✓	Profits are shared in the form of dividends✓ in proportion to the share held. ✓
Partnerships✓ are not legal entities. ✓	Private companies are subject to✓ many legal requirements. ✓
No legal requirements✓ regarding the name of the business. ✓	Register with the registrar of companies✓ by drawing up Memorandum of Incorporation. ✓
Any other relevant answer related to partnership.	Any other relevant answer related to private company.
Submax (2)	Submax (2)

Max (4)

3.4 Characteristics of a partnership

- A partnership is an agreement between two or more persons ✓✓
- Each partner contributes to the partnership, for example, skills, resources or money into the business ✓✓
- Profit and losses are shared among partners according to the partnership agreement. ✓✓
- Partnerships are not legal entities. This means that partnerships do not pay tax in their personal capacities. ✓✓
- Profit is divided among partners in a ratio as agreed in the partnership agreement. ✓✓
- No legal requirements regarding the name of the business. ✓✓
- Partners have unlimited liability and are jointly and severally liable for the debts of the business. ✓✓
- Auditing of financial statements is optional. ✓✓
- Partners share responsibilities and they are all involved in decision making. ✓✓
- No legal formalities to start, only a written partnership agreement is required. ✓✓
- Partnership has no legal personality and therefore has no continuity when a partner leaves the business. ✓✓
- Partners share responsibilities and they are all involved in decision making. ✓✓
- The legal liabilities lie with the partners and they cannot shift the liability to the business. ✓✓
- Any other relevant answer related to the characteristics of a partnership.

Max (6)
[20]

QUESTION 4 MISCELLANEOUS

BUSINESS ENVIRONMENTS

4.1 Meaning of trade union

- A trade union is an association that advances the rights of workers ✓ within a business through negotiation with the employer. ✓
- Members of a trade union pay a membership fee ✓ and organise and manage its operations. ✓
- Shop stewards represent trade union members ✓ and are elected by the members. ✓
- Any other relevant answer related to the meaning of a trade union.

Max (2)

4.2.1 Changes in income levels. ✓✓

(2)

4.2.2 Changes in legislation ✓✓

(2)

4.3 Functions of trade unions in the workplace

- They represent employees to defend them ✓ against discrimination and abuse in the workplace. ✓
- They empower employees ✓ about their rights in the workplace and how to apply these rights. ✓
- They represent employees in meetings with their employers ✓ when they face workplace grievances and disputes. ✓
- They negotiate good working conditions, salary or wages and benefits for employees with the employer ✓ to improve the standard of living of workers. ✓
- Employees are protected ✓ from unfair dismissals and labour practices. ✓
- They may take legal action ✓ on behalf of their members when necessary. ✓
- Any other relevant answer related to the functions of a trade union.

Max (2)

BUSINESS VENTURES

4.4.1 Sole Trader/Sole Proprietor ✓✓

4.4.2 Public company ✓✓

2 × 2 (4)

4.5 Advantages of a public company

- Shareholders have limited liability for the debt of the company. ✓✓
- May raise funds directly from the public by offering securities to the public. ✓✓
- Continuity of existence. ✓✓
- Public companies can raise more money than other forms of ownership. ✓✓
- The business has its own identity and can own its assets. ✓✓
- No limitation of shareholders, so growth is not limited. ✓✓
- Strict regulatory requirements protect shareholders. ✓✓

- The shareholders are regularly informed about the company's performance. ✓✓
- Competent and knowledgeable directors may be appointed by shareholders. ✓✓
- Any other relevant answer related to the advantages of a public company.

Max (6)
[20]
TOTAL SECTION B – 40

SECTION C

QUESTION 5

5.1 Introduction

- Socio-economic issues are challenges that affect people and the economy in a negative way. ✓
- These issues affect consumer spending, place extra burdens and expenditure on businesses. ✓
- Extra financial strain is put on government to create job opportunities to lessen the burden of socioeconomic issues. ✓
- Any other relevant answer related to socio-economic issues.

Any (2 × 1) (2)

5.2 The meaning of socio-economic issues

- Socio-economic issues are challenges that affect people ✓ and the economy in a negative way. ✓
- These issues affect consumer spending, place extra burdens ✓ and expenditure on businesses. ✓
- Puts extra strain on governments ✓ as the inability of businesses to create job opportunities places a financial burden on business. ✓
- Any other relevant answer related to the meaning of socio-economic issues.

Max (6)

5.3 Negative impact of the following socio-economic issues

Income and population growth

- Many South Africans live in poverty, ✓ which limit their buying power. ✓
- Because of this limited consumer spending, ✓ businesses are unable to grow and prosper. ✓
- Consumers opt to spend money ✓ on cheaper goods and products. ✓
- Low income earners mainly spend their money on basic goods ✓ and services, thus leading to lower profits for business. ✓
- As the population of South Africa continues to grow, businesses ✓ are challenged to provide goods and services to meet consumer demands. ✓ This may place a lot of financial strain ✓ on businesses. ✓
- Business growth may lead to the creation of jobs ✓ for some people. ✓
- A high population growth may put strain on the natural resources ✓ of the country. ✓
- The economy may also be put under strain ✓ because of an increasing number of individuals who require support from the government. ✓
- Any other relevant answer related to the negative impact of income and population growth.

Submax (6)

Lack of skills

- Unskilled employees could spend considerable time ✓ seeking assistance to perform their work. ✓
- They may perform tasks without the appropriate knowledge and expertise ✓ which could lead to poor performance. ✓
- The time spend on assisting unskilled workers ✓ can reduce productivity levels in the workplace. ✓
- This could lead to errors ✓ and having to repeat or correct a work task. ✓
- Businesses may be required to increase budget ✓ for skills development programme. ✓
- Any other relevant answer related to the impact of lack of skills on businesses.

Submax (6)

Max (16)

5.4 Types of ethical misconduct.

Sexual harassment ✓✓

- Sexual harassment in the workplace involves ✓ unwelcome or unwanted conduct of a sexual nature from someone at work. ✓
- This unwelcome or unwanted conduct ✓ causes discomfort for the victim and causes them to be embarrassed. ✓
- The victim may also be unable to concentrate or focus ✓ on their work. ✓
- Any other relevant answer related to sexual harassment.

Submax (4)

Corruption ✓✓

- Corruption refers to any act of dishonesty ✓ such as bribery/theft/collusion/kickbacks, and so on. ✓
- It occurs when two parties enter into an illegal agreement ✓ from which they both benefit ✓.
- This means that there will be a misuse of power ✓ or position for monetary gain. ✓
- Any other relevant answer related to corruption.

Submax (4)

Mismanagement of funds ✓✓

- Mismanagement of funds refers to the wrongful use of funds ✓ – for example irregular expenditure – that does not belong to a person/employee. ✓
- It involves dishonest activities in which a person entrusted with authority in a ✓ business abuses his/her position of trust to achieve personal gain. ✓
- The person usually disregards laws and financial policy guidelines ✓ for another person or organization. ✓
- Most mismanagement lawsuits involve some form of negligence ✓ or neglect on the account of the liable party. ✓
- Any other relevant answer related to mismanagement of funds.

Submax (4)

Max (12)

5.5 Solutions to deal with piracy.

Copyright ✓✓

- Laws relating to copyright protect authors and allow them to sell their works to make a profit. ✓✓
- Exclusive rights are given to an author or artist when their product is copyrighted and only, they can then give permission for replication. ✓✓
- Copyright holders of intellectual property (IP) can take legal action against anyone who reproduces their work. ✓✓
- Any other relevant answer related to copyright as a solution to piracy.

Submax (4)

Patent ✓✓

- A patent gives the creator of the product the right to prohibit other people from making or using their invention. ✓✓
- This right is granted by government for a limited period of up to twenty years for the exclusive right to an invention. ✓✓
- If any person or business uses the invention without permission, the creator may take legal action against them. ✓✓
- Any other relevant answer related to patent as a solution to piracy.

Submax (4)

Trademark ✓✓

- A trademark refers to a sign, character or word that is protected by law to represent a product or company. ✓✓
- These are used by businesses so that their products or the business itself is easily identifiable. ✓✓
- Trademarks that are registered are protected forever, on condition that they are renewed every ten years by paying a renewal fee. ✓✓
- Damages may be claimed from individuals who make use of the trademark illegally. ✓✓
- Any other relevant answer related to trademark as a solution to piracy.

Submax (4)

Max (12)

5.6 Conclusion

- Local businesses lose profits as they cannot compete with making the same products for cheaper prices. ✓✓
- Businesses are encouraged to adjust their products to cater for the latest trends so that consumers will purchase the products or services. ✓✓
- Businesses need to find solutions to piracy as they could lose profits if piracy continues. ✓✓
- Any other relevant answer related to socio-economic issues.

Any (1 × 2) (2)

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of socio-economic issues	6	
Negative impact Income and population growth	16	
Three types of ethical misconduct on business	12	
Solutions to deal with piracy	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

QUESTION 6

6.1 Introduction

- Prospective franchisees need to do thorough research before entering into a franchise agreement. ✓
- A contractual obligation of a franchise is an agreement signed by a franchisor and franchisee. ✓
- Businesses can also lease equipment and vehicles instead of buying them. ✓
- Some businesses prefer to outsource some of their functions to specialised service providers. ✓
- Any other relevant answer related to avenues acquiring a business.

Any (2 × 1) (2)

6.2 The reasons why entrepreneurs purchase existing businesses.

- An established business should not take up too much time to set up as all requirements needed to run the business is already in place. ✓✓
- An established business should have an existing customer base. ✓✓
- When an entrepreneur buys an existing business, it may come with goodwill from an established good reputation on the market. ✓✓
- The market research has already been done for an existing business, so the new owner can use that information to inform any plans for the future. ✓✓
- If you purchase an existing business the owner may often be willing to stay on for an agreed amount of time to mentor and guide the incoming owner. ✓✓
- An existing business already has customers and continued cash flow. A start-up can take a long time to attract new customers and become cash positive. ✓✓
- Many existing companies have three or more years of profitable financials that makes it easier to secure financing either from a traditional bank, government organisation, or venture capitalist. ✓✓
- Any other relevant answer related to the reasons why entrepreneurs purchases existing businesses.

Max (12)

6.3 Advantages and disadvantages of leasing

Advantages of leasing

- Leasing costs ✓ are tax-deductible. ✓
- It is easier to find finance for a lease agreement ✓ than for the purchasing of an expensive asset that may be expensive. ✓
- The asset is used only until it is no longer needed ✓ or until the end of the lease term. ✓
- The lessor ✓ is usually an expert in the field. ✓
- Maintenance is conducted regularly ✓ and should be written into the contract. ✓
- Technicians are always on standby ✓ to offer advice and training. ✓
- The reputation of the company that leases the asset is at stake, ✓ so it will make sure that the lessee receives the best after-sales service. ✓
- Any other relevant answer related to the advantages of leasing.

Submax (8)

Disadvantages of leasing

- At the end of the leasing period, ✓ the lessee does not automatically become the owner of the asset. ✓
- No added tax advantages can be derived ✓ from leasing expenses. ✓

- Lease payments are treated as expenses ✓ and not as payments towards an asset. ✓
- When paying lease payments towards a property, ✓ the business cannot benefit from any appreciation in the value of the property. ✓
- Lease expenses reduce the net income ✓ of a business. ✓
- It might be difficult for a business to raise or access further loans ✓ because leasing is treated as debt. ✓
- A lease agreement is a complex process ✓ and requires thorough documentation and proper examination of an asset being leased. ✓
- The lessee normally remains responsible for the maintenance and proper operation ✓ of the asset being leased. ✓
- Any other relevant answer related to the disadvantages of leasing.

Submax (8)

Max (16)

6.4 The contractual implications of outsourcing.

- It is the responsibility of the outsourcing business to pay ✓ the outsourced provider the fee, which they agreed upon. ✓
- In return, it is the responsibility of the outsourced provider ✓ to deliver the service, which was agreed upon. ✓
- Some details that should be addressed in an outsourcing agreement are:
 - the responsibilities and rights ✓ of both parties ✓
 - the length or duration ✓ of the contract ✓
 - a confidentiality clause ✓ to protect privileged information ✓
- Any other relevant answer related to the contractual implications of outsourcing.

Max (8)

6.5 The advantages of franchising.

- An operational franchise is an established business so there is less financial risk. ✓✓
- Franchisees and their staff receive training and support from the franchisor. ✓✓
- Banks will more likely grant financial assistance to an established business. ✓✓
- The product is already well known in the market. ✓✓
- Franchisees benefit from lower costs due to centralised buying by the franchisor. ✓✓
- Any other relevant answer related to the advantages of franchising.

Max (10)

6.6 Conclusion

- Franchise agreement outlines the roles and responsibilities between the franchisor and franchisee. ✓✓
- Leasing is a contract outlining the terms under which one party agrees to rent goods or services owned by another party. ✓✓
- Outsourcing is an agreement in which one company hires another company or person to supply services or goods that could be done internally by the company's employees. ✓✓
- Any other relevant conclusion related to avenues acquiring a business.

Any (1 × 2) (2)

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Reasons why entrepreneurs purchase existing businesses	12	
Advantages and disadvantages of leasing	16	
Contractual implications of outsourcing	8	
Advantages of franchising	10	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: 40

GRAND TOTAL: 100

School-based assessment (SBA)

Term 2
Exemplar

GRADE 11

Business studies

JUNE 202_

Presentation: marking guidelines

Marks: 50

NOTE TO TEACHERS

1. This is an individual activity and it is your responsibility to explain the task and the rubric to the learners before giving it to them.
2. The task must be marked on the written task of the learner and marks must be indicated on the rubric.
3. Use the suggested marking lines, but also consider answers given from the research of the learners
4. Explain to learners what is expected of them for the visual part of the task, e.g. handling of notes, eye contact with the class, confidence, etc.
5. Learner's presentation in class must be marked according to the requirements of the rubric.
6. There must be strict adherence of the dates of administering the tasks, this is non-negotiable.

Suggested marking guidelines for the presentation

PART 1

1.1 Causes of stress in the workplace

The following are the main causes of stress in the workplace:

- A heavy workload and unrealistic targets.
- Working long hours without adequate breaks
- Shift system not properly designed and coordinated.
- Changes in job description
- Working at home to complete tasks not done at the office
- Staying abreast of the latest technology.
- Attending many meetings that takes time needed to complete tasks.
- Work demands that becomes intrusive in family time.
- Inadequate training given to workers.
- Managers who are not competent and efficient
- Job insecurity, bullying and harassment.
- Conflict in the business with peers or seniors
- Interpersonal relationships with colleagues.
- The frequency of work-related travel.

- Lack of accountability of employees and managers.
- Lack of participation in decision-making.
- Insufficient funds.
- Unconducive working conditions.
- A lack of power and influence.
- Lack of teamwork.
- Any other relevant answer related to the causes of stress in the workplace.

1.2 Ways in which employees can manage stress in the workplace

A few ways employees can manage stress in the workplace:

- Be aware of what is require completing their daily task.
- Consult their work schedule to identify potential stressful situations and make changes if possible.
- Ensure that effective time management strategies are practiced.
- Try to avoid conflict situations with co-workers.
- Get enough sleep and rest.
- Take regular breaks to relax and recharge.
- Follow a balanced lifestyle bey eating healthy and exercising.
- Any other relevant answer related to ways how employees can manage stress in the workplace.

1.3.1 Force field analysis

1.3.2 Application of Force field analysis

- Describe the current situation or problem and the desired situation and write it in the middle or on top for everyone to see.
- List all driving/pros and restraining/cons forces that will support and resist change.
- Allocate a score to each force using a numerical scale, where 1 is weak and 5 is strong.
- Weigh up the positives and negatives then decide if the project is viable.
- Choose the force with the highest score as the solution.
- If the project is viable, find ways to increase the forces for change.
- Identify priorities and develop an action plan.
- Any other relevant answer related to the application of Force field analysis.

1.3.3 John P Kotter's 8 steps of leading change

1. Establish a sense of urgency by motivating employees.
2. Form a powerful coalition by bring together a team of influential people who will Convince everyone else that change is needed.
3. Develop a vision and a strategy to decide what values are central to require change in the business or organization.
4. Communicate the vision frequently and demonstrate the kind of behaviour that they want from their employees.
5. Empower broad based action to identify employees who are resisting change and help them see the need for change.
6. Generate a short-term victory and make sure their business taste success early in the change management process.
7. Build on change by analysing what went right and what is needed to be improved after each winning situation.
8. Anchor the changes in corporate culture and this must become part of the core mechanism of their business.

1.4.1 Steps in product designing

1. Generate a new idea
2. Screen and evaluate the idea
3. Testing and developing the concept
4. Business analysis
5. Market testing
6. Technical implementation
7. Commercialisation
8. Product review and price adjustment

1.4.2 Purpose of packaging

The purpose of packaging of a product can be used to:

- Physically protect the product from harm
- Promote the marketing of a product
- Prevent the product from getting spoilt.
- Prevent tampering or theft of a product
- Improve convenience in the use of storage of the product
- Identify products
- Differentiate the product from other competing goods.
- Contribute to the profitability of the business through sales and use of resources.
- Attract attention to show the value of the product.
- Link the product to the promotion strategy used to promote the product.
- Any other relevant answer related to the purpose of packaging of a product.

1.5 Effectiveness of personal selling as best method of promotion

- Enhances/improve customer relationships/customer loyalty.
- Enhances/improves flexibility because the salesperson tailor their presentation to fit the needs of the customer.
- Increases immediate sales as personal selling is directed a potential member of the target market.
- Involves multiple sales tasks/skills such as providing marketing information.
- Encourages two-way communication between the salesperson and the customer.
- Provides detailed demonstrations of the usability of the product with the prospective customer.
- Increases customer confidence as the salesperson removes all doubts.
- Creates brand awareness with the existing/new customers.
- Any other relevant answer related to the effectiveness of personal selling.

1.6 Application of safety regulations in the factory

Visible warning signs

- The necessary safety warnings and signs should be visible in the workplace.
- The business should informed employees of any dangers in the workplace.

First aid kits:

- Business are required to have an up-to-date first-aid kit in an easily accessible place.
- According to law, at least one employee should be trained in first-aid and he/she should be available on site.

Safe working environment:

- There should be no hazardous substances which can cause damage, disease or injury to employees or visitors.
- Information, instructions and training should be provided to all employees.
- Workers should be informed of the potential safety and health hazards.

Handling of machinery

- Every employee must be familiar with safety procedures of the business.
- Management must strive to develop a culture of safety in the workplace.
- The business must ensure that all machinery and equipment are correctly installed and safe to use.
- All the workers must be properly trained on how to use machinery and must be informed about the risks when using the machinery.
- Regular safety checks must be carried out and machinery should be maintained and serviced regularly.
- Workers need to wear protective clothing and gear. This includes items like overalls, safety helmets, masks, heavy-duty safety boots and welding goggles when working with machinery and equipment.
- Hard hats should be worn on construction sites at all times by all persons on the site.
- Any other relevant answer related to the application of safety regulations in the factory.

School-based assessment (SBA)

Term 2
Exemplar

GRADE 11

Business studies

JUNE 202_

JUNE PAPER 1: marking guidelines

Marks: 150

SECTION A

QUESTION 1

1.1.1 A ✓✓

1.1.2 D ✓✓

1.1.3 C ✓✓

1.1.4 B ✓✓

1.1.5 C ✓✓

(5 × 2) (10)

1.2.1 monopoly ✓✓

1.2.2 joint venture ✓✓

1.2.3 broker ✓✓

1.2.4 strike ✓✓

1.2.5 copyright ✓✓

(5 × 2) (10)

1.3.1 F ✓✓

1.3.2 G ✓✓

1.3.3 B ✓✓

1.3.4 J ✓✓

1.3.5 D ✓✓

(5 × 2) (10)

TOTAL SECTION A: 30

SECTION B

QUESTION 2

2.1 Examples of contemporary legislation

- The Labour Relations Act (LRA) (No. 66 of 1995) ✓
- The Basic Conditions of Employment Act (BCEA) (No. 75 of 1997) ✓
- The Compensation for Occupational Injuries and Diseases Act (COIDA) (No. 61 of 1997) ✓
- The Skills Development Act (SDA) (No. 97 of 1998) ✓
- Consumer Protection Act (CPA) (No. 68 of 2008) ✓
- National Credit Act (NCA) (No. 34 of 2005) ✓
- Employment Equity Act (EEA) (No. 55 of 1998) ✓
- Broad Based Black Economic Empowerment (BBBEE) (No. 53 of 2003, as amended in 2013) ✓
- Any other relevant answer related to examples of contemporary legislation.

NOTE: Mark the first FOUR only.

(4 × 1) (4)

2.2 Advantages of businesses that are involved in the macro environment

- They will gain good publicity and so attract and retain loyal customers. ✓✓
- They will attract and retain skillful employees in their communities. ✓✓
- Government tenders and contracts are normally given to businesses that are involved in the macro environment. ✓✓
- Businesses that support their communities normally get some tax rebates. ✓✓
- Businesses that get involved in the macro environment can anticipate likely challenges and devise strategies to turn them into opportunities. ✓✓
- Top investors are attracted to businesses that are involved in the macro environment. ✓✓
- It prevents environmental damage by decreasing the business' carbon footprint. ✓✓
- Knowing people's age, gender, customs, traditions, and preferences will make it easier for businesses to appeal to customer. ✓✓
- Any other relevant answer related to the advantages of businesses that are involved in the macro environment.

Max (6)

2.3.1 Identify socio-economic issue SI

CHALLENGES OF THE MICRO ENVIRONMENT	MOTIVATIONS
1. Lack of adequate management skills ✓✓	Sibusiso Incorporation lacks direction and meaningful guidance to employees. ✓
2. Difficult employees ✓✓	Some employees have a negative attitude towards their colleagues. ✓
Submax (4)	Submax (2)

NOTE: Do not award marks for motivation if the challenge was incorrectly identified.

Max (6)

2.3.2 Strategies for lack of vision and mission

- Send managers for courses to improve their management skills. ✓
- Conduct brainstorming sessions between management and employees to create more effective communication channels between them. ✓
- Make use of an expert to guide the managers to improve their performance. ✓
- Any other relevant answer related to strategies for lack of vision and mission.

Strategies for difficult employees

- Conduct team building activities to improve relationships between employees. ✓
- Identify the guilty persons and apply the principles on how to handle difficult people. ✓
- Move difficult employees to another department. ✓
- Any other relevant answer related to strategies for difficult employees.

NOTE: 1. The strategy must link with the identified challenge.

2. Mark first strategy for EACH challenge only.

Max (2)

2.4 Types of ethical misconduct

2.4.1 Mismanagement of funds

- Mismanagement of funds refers to the wrongful use of funds ✓ that does not belong to a person/employee. ✓
- It involves dishonest activities in which a person entrusted with authority in a business ✓ abuses his/her position of trust to achieve personal gain. ✓
- Any other relevant answer related to the mismanagement of funds.

Submax (2)

2.4.2 Sexual harassment

- Involves unwanted and unwelcome attention ✓ of a sexual nature from someone at work. ✓
- Any other relevant answer related to the explanation of sexual harassment.

Submax (2)

Max (4)

2.5 Negative impact of piracy on businesses

- Businesses suffer substantial losses in revenue ✓ because of the illegal reproduction of artists music, movies and branded clothing. ✓
- Unlawful copying and streaming of movies and television series lead to a decline in the sales ✓ and profits for the business. ✓
- Artists may feel that it is unnecessary to produce new music or movies ✓ because of the reduced sales. ✓
- This may affect the artist's and producer's ✓ productivity level. ✓
- Any other relevant answer related to the negative impact of piracy.

Max (6)

2.6 Ways businesses can be involved in macro-environment

- Businesses can take part ✓ in collective bargaining or lobbying. ✓
- Businesses can form ✓ a Private or Public Partnership. ✓
- They can supply privately owned service to the Community or Country.
- Businesses can create jobs ✓ for unemployed people. ✓
- They can increase ✓ their involvement in Social Responsibility. ✓
- Businesses can apply ✓ for government tenders. ✓
- Businesses can expand their activities ✓ into Africa. ✓
- Taking the lead in an area of technology ✓ is a very needed aspect for businesses. ✓
- Any other relevant answer related to ways in which businesses can be involved in the macro environment.

Max (6)

2.7 Relationship between primary, secondary and tertiary sectors

- The primary sector extracts the raw materials. ✓✓
- The secondary sector transforms the raw materials into products. ✓✓
- The tertiary sector sells the products and supports the activities of the other two sectors. ✓✓
- Business sectors are therefore interrelated ✓ and are connected with each other. ✓✓
- Any other relevant answer related to the relationship between primary, secondary and tertiary sectors.

Max (6)

[40]

QUESTION 3

3.1 Characteristics of mass production

- Large amounts of standardized products will flow through the system. ✓✓
- Products are identical and go through the same process. ✓✓
- Products move on an assembly line or production line to the next station. ✓✓
- Each worker is trained to do a specific job and specialises in that job. ✓✓
- The equipment and machinery that are used are highly specialized and expensive. ✓✓
- Mass production speed up the production process and reduces the cost of production. ✓✓
- The unit cost of the products is cheaper. ✓✓
- The mass production process is inflexible and can't accommodate new products. ✓✓
- The quality of products is the same and quality control can be planned carefully executed. ✓✓
- Any other relevant answer related to the characteristics of mass production.

Max (6)

- 3.2.1 Batch production ✓✓ (2)
 3.2.2 Job production ✓✓ (2)

3.3 Aspects to consider during production control

Dispatching ✓✓

- This stage of the process involves issuing production orders to start production. It converts planning into action. ✓
- Dispatch is therefore the process to identify the person who will do the work and supply him/her with specifications and a material list. ✓
- Any other relevant explanation of dispatching.

Heading	2
Explanation	1
Submax	3

Inspection ✓✓

- Inspection involves the checking of the quality of the process and the final product. It can done at regular intervals during the production process as well as at the end. ✓
- During the control process the legal and regulatory processes are also checked to ensure that the necessary standards are met. ✓
- Any other relevant explanation of inspection.

Heading	2
Explanation	1
Submax	3

Following-up ✓✓

- During the follow-up process the business makes sure the scheduling and production systems are running according to plan. ✓
- Following-up on the progress is essential and helps to prevent bottlenecks and misunderstandings. ✓
- Any other relevant explanation of following-up.

Heading	2
Explanation	1
Submax	3

Corrective action ✓✓

- Corrective action must involve any adjustments to the planning process. ✓
- Any other relevant explanation of corrective action.

Heading	2
Explanation	1
Submax	3

NOTE: Mark the first TWO (2) only.

Max (6)

3.4 Meaning of total quality management (TQM)

- Total Quality Management involves every part of the business ✓, and quality is everyone's responsibility, including every department and employee. ✓
- The main aim of TQM is to improve the quality of products and services ✓ in order to satisfy the needs of customers beyond their expectations. ✓
- Continuous improvement is the foundation of TQM ✓. This means that all techniques, systems and machinery used must be subjected to continuous improvement. ✓
- It is the responsibility of each employee to take care ✓ of his/her own quality. ✓
- Machines and equipment's ✓ are checked regularly. ✓
- All input including raw materials are checked thoroughly ✓ and discussions are held on how to improve quality. ✓
- Management ensures that each employee is responsible for the quality ✓ of his/her work/actions. ✓
- Any other relevant answer related to TQM as part of a quality management system.

Max (6)

3.5.1 Requirements for a safe environment in the workplace

QUALITY CONTROL BODY	MOTIVATIONS
1. Quality circles ✓✓	He requested knowledgeable employees from different departments to advise him on how to improve the quality of their products. ✓
2. South African Bureau of Standards/SABS ✓✓	He also ensured that his products are tested for quality by an approved South African institution. ✓
Submax (4)	Submax (2)

NOTE: Do not award marks for motivation if the control body was incorrectly identified.

Max (6)

3.5.2 Requirements for a safe environment in the workplace

- Businesses should draw up their own safety policy ✓ and enforce necessary control measure.
- The necessary safety warnings and signs ✓ should be visible in the workplace. ✓
- The business should inform employees ✓ of any dangers in the workplace. ✓
- Business is required to have an up to date first-aid kit ✓ in an easily accessible place. ✓
- According to law, at least one employee should be trained in first aid ✓ and he/she should be available on site. ✓
- There should be no hazardous substances ✓ which can cause damage, disease or injury to employees or visitors. ✓
- Information, instructions, and training ✓ should be provided to all employees. ✓
- Workers should be informed ✓ of the potential safety and health hazards. ✓
- Any other relevant answer related to the requirements for a safe environment in the workplace. **Max (6)**

3.6 Precautionary measures for handling machinery

- Any machinery, large or small can cause serious injuries. Businesses should take the following precautionary measures. ✓✓
- Every employee must be familiar with safety procedures of the business. ✓✓
- Management must strive to develop a culture of safety in the workplace. ✓✓
- The business must ensure that all machinery and equipment are correctly installed and safe to use. ✓✓
- All the workers must be properly trained on how to use machinery and must be informed about the risks when using the machinery. ✓✓
- Regular safety checks must be carried out and machinery should be maintained and serviced regularly. ✓✓
- Workers need to wear protective clothing and gear. ✓✓
- Hard hats should be worn on construction sites at all times by all persons on the site. ✓✓
- Any other relevant answer related to precautionary measures for handling machinery. **Max (6)**

[40]

QUESTION 4

4.1 Functions of trade unions

- They represent employees to defend them against discrimination and abuse in the workplace. ✓✓
- They empower employees about their rights in the workplace and how to apply these rights. ✓✓
- They represent employees in meetings with the employer relating to grievances and disputes. ✓✓
- Good working conditions, salary or wages and benefits for employees are negotiated with the employer to improve the standard of living of workers. ✓✓
- Employees are protected from unfair dismissals and labour practices ✓
- May take legal action on behalf of their members ✓ when necessary. ✓✓
- Any other relevant answer related to the function of trade unions. **Max (4)**

4.2 Purpose of Labour Relations Act

- The act provides the structure for governing the relations ✓ between employer and employee. ✓
- The act encourages ✓ that collective bargaining processes take place in the workplace. ✓
- The establishment of workplace forums ✓ to support employees in decision making is encouraged. ✓
- The act encourages fair labour practice ✓ between the employer and its employees.
- The act makes provision for the establishment of Labour and Labour Appeal Courts. ✓
- The act allows for the establishment of the Commission for Conciliation, Mediation and Arbitration (CCMA) ✓ for dispute resolutions. ✓
- The transfer of employment contracts ✓ between the existing and new employers are explained. ✓
- Any other relevant answer related to the purpose of Labour Relations Act. **Max (4)**

4.3.1 Aspects of production control process

ADAPTATION TO THE MACRO ENVIRONMENT	MOTIVATIONS
1. Amalgamation ✓✓	The management of BBTS and Blue Cinema decided to form a new business named BTB. ✓
2. Takeover ✓✓	The new business became successful such that they bought shares from Jerry Cinema against his will. ✓
Submax (4)	Submax (2)

NOTE: Do not award marks for motivation if the adaptation was incorrectly identified.

Max (6)

4.4 Ways businesses can have a direct influence on the environment

- Businesses need to be flexible by getting involved in research/development so that they can continue to operate. ✓✓
- They can influence their suppliers by signing long term contracts for their raw materials at fixed prices. ✓✓
- They can influence the customer base by creating new uses of a product, taking customers away from competitors, finding new customers and convincing them that they need the new product. ✓✓
- They can influence regulators through lobbying and bargaining and can influence their owners, using information contained in annual reports. ✓✓
- Any other relevant answer related to ways businesses have a direct influence on the environment. Max (6)

4.5 Meaning of distribution

- Distribution is the fourth P ✓ in the marketing mix. ✓
- Distribution is about how the business gets its goods/services ✓ to its customers. ✓
- Products either get sold directly to customers, ✓ or intermediaries are used to get it to the customers. ✓
- Any other relevant answer related to the meaning of distribution. Max (6)

4.6.1 Meaning of break-even point

FACTORS INFLUENCING PRICING	MOTIVATIONS
1. Input costs ✓✓	The management of Ndileka Manufacturer mentioned that they have adjusted their prices due to an increase in transport and labour costs. ✓
2. Target market ✓✓	They further stated that their prices also depend on the income levels of their buyers. ✓
Submax (4)	Submax (2)

NOTE: Do not award marks for motivation if the factor was incorrectly identified.

Max (6)

4.7.1 Meaning of production costs

- The total price paid for the resources used to manufacture a product or create a service, ✓ such as raw materials, labour, and others, is called the production cost. ✓
- Any other relevant answer related to the meaning of production costs. Max (2)

4.7.2 Calculation of production costs

Total costs = Fixed costs + Variable costs ✓
 = R11 200 + R10 625 ✓
 = R21 825 ✓

Unit cost = Total costs/number of units ✓
 = R21 825/50 ✓
 = R436,50 per door ✓

Max (6)

NOTE: 1. Award full marks (6) if the answer is correct and no workings are shown.

2. If workings were shown correctly, but final answer is wrong, award a maximum of FIVE (5) MARKS.

3. If the answer is incorrect, award a maximum of ONE (1) mark for the understanding of concept and method.

4. If there are no workings shown and the answer is incorrect, award a ZERO mark.

Max (6)

[40]

TOTAL SECTION B: 80

SECTION C

QUESTION 5

5.1 Introduction

- Businesses are exposed to many challenges in both the internal and external environments. ✓
- Networking refers to a coordinated activity where people who have similar objectives meet and exchange information and ideas. ✓
- Any other relevant answer related to an introduction for businesses adapting to challenges in the various environments. (Any 2 × 1) (2)

5.2 Meaning of lobbying

- Lobbying happens when businesses try to influence situations ✓ to meet their specific business needs and activities. ✓
- They try to influence legislation ✓ or government decision-making. ✓
- It involves acquiring public support ✓ for an issue such as children or animal rights. ✓
- It is an organised process where individuals, businesses, and organisations use their influence ✓ to change government policy. ✓
- It is done by various people with similar ✓ motives, beliefs, or commercial position. ✓
- Any other relevant answer related to the meaning of lobbying.

Max (10)

5.3 Types of lobbying

Hedging against inflation ✓✓

- Businesses use hedging to protect their financial investments ✓ by spreading the risk. ✓
- They can hedge against inflation by investing their surplus assets/money ✓ in investments with intrinsic value e.g., gold/oil/property. ✓
- The business use hedging by buying bonds, shares, property or buying precious metals like gold ✓ to protect capital from the effects of inflation. ✓
- It is a method that businesses try to reduce the risk ✓ when unsure about possible price increases. ✓
- Any other relevant answer related to hedging as type of lobbying.

Heading	2
Explanation	2
Submax	4

Bargaining sessions between management and unions ✓✓

- These sessions enable employees to negotiate with employers ✓ as a group to protect employees' rights and prevent labour strikes. ✓
- The purpose of bargaining sessions is to find a win-win situation ✓ for all parties. ✓
- Management will try to convince the union to accept its proposal ✓ and the union will try to persuade management to accept their demands. ✓
- The outcome of a successful bargaining session can protect the business from the negative impact of strikes ✓ caused by lost in productivity. ✓
- Businesses need to be fair/transparent ✓ to establish trust and good communication with unions. ✓
- Any other relevant answer related to bargaining between management and unions as type of lobbying.

Heading	2
Explanation	2
Submax	4

Influencing supervisory body/regulators ✓✓

- There is a large number of supervisory bodies and regulators ✓ who operate in the business environment. ✓
- Business take an active role ✓ in professional bodies. ✓
- Though their membership ✓ they may be able to influence change to existing regulations. ✓
- Business managers are involved in debates and discussions ✓ that shape public policies. ✓

- Businesses influence and negotiate with these regulators ✓ to protect their sustainability. ✓
- It is in the best interest of businesses to adhere to the guidelines and restrictions ✓ of these bodies to stay in business. ✓
- Any other relevant answer related to bargaining between management and unions as type of lobbying.

Heading	2
Explanation	2
Submax	4

Max (12)

5.4 Advantages of networking

- Businesses can attract new customers ✓ resulting to increased market share and profitability. ✓
- Networking can be an excellent source of new perspectives and business ideas.
- Allows managers to build new businesses relationships ✓ and generate new business opportunities. ✓
- Plays a role in the marketing ✓ and expansion of a business. ✓
- Assists businesses ✓ in making future business decisions. ✓
- Businesses can gain support ✓ when representation to various authorities is planned. ✓
- Any other relevant answer related to the advantages of networking for businesses.

Max (12)

5.5 Social responsibility projects

- Businesses must allow employees to get involved in social development programmes. ✓✓
- Businesses must protect the environment and participate in community upliftment programmes. ✓✓
- Engage in environmentally friendly campaigns such as recycling or re-using scarce resources. ✓✓
- Businesses must support less fortunate people, by providing donations to charity organisations. ✓✓
- They can also engage in economic development and provide education on HIV/AIDS awareness programmes. ✓✓
- Businesses can supply infrastructure in areas where it is needed. ✓✓
- Any other relevant answer related to CSI projects for businesses.

Max (12)

5.5 Conclusion

- If businesses make use of different strategies like lobbying and networking to overcome challenges in both internal and external environments they will be more profitable and sustainable. ✓✓
- Businesses must engage in CSI projects in communities and will also benefit from it. ✓✓
- Businesses must not only focus on themselves, but also focus on their direct environment like customers, regulators, etc. ✓✓
- Any other relevant answer related to a conclusion for businesses adapting to challenges in the various environments.

(Any 2 × 1) (2)
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of lobbying	10	
Types of lobbying	12	
Advantages of networking	12	
Social responsibility projects	12	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis, interpretation	2	
Synthesis	2	
Originality / Examples	2	
TOTAL MARKS		40

QUESTION 6

6.1 Introduction

- A successful business needs to improve on its current products and develop new products to remain competitive in the market. ✓
- The focus marketing communication like personal setting is to improve sales. ✓
- The product is the first component of the marketing function and therefore the business must make sure it suits the customers demands. ✓
- Any other relevant answer related to the introduction of the marketing function.

(Any 2 × 1) (2)

6.2 Meaning of publicity

- Publicity can be described as free form of non-personal communication ✓ that the business and its brand/products/services can receive through various forms of mass media. ✓
- Publicity creates public awareness of the business, its brand/products/services ✓ through media coverage/other forms of communication. ✓
- It refers to unpaid communication in the mass media about the business ✓ and its operations/activities/brand/products/services. ✓
- Publicists help manage the publicity of the business with the aim of increasing positive publicity ✓ and reducing/minimising/ effectively responding to negative coverage. ✓
- It is form of mass communication that is not paid for by the business ✓ and involves gaining/getting favourable responses from customers/consumers through the placement of commercially significant news in the mass media. ✓
- Publicity is not paid for by the business ✓ and comes from reporters/columnists/journalists and other members of the press/media. ✓
- It is often considered as part of ✓ the public relations of the business. ✓
- Publicity places the business in the eyes/in front of the public/media outlets ✓ in order for the business to showcase its operations/activities/brand/products and services. ✓
- Publicity is vital/important as it helps the business increase awareness/visibility ✓ while establishing a worthwhile business from which to purchase products/services. ✓
- Publicity provides/gives the authority of an independent voice, ✓ as the business cannot control the message provided about the business from members of the press/media. ✓
- Any other relevant answer related to the meaning of publicity.

Max (14)

6.3 Importance of product development

- Product needs to be designed ✓ to suit the needs of the customers. ✓
- If the product design does not suit the target market, ✓ there will be very little demand for the product. ✓
- Business need to develop new products ✓ in order to replace older products in stage 4 when the sale declines. ✓
- Businesses can remain competitive because they are always on a lookout for ways to improve their products. ✓
- Products become different ✓ from those of the competitors. ✓
- Any other relevant answer related to the importance of product development.

Max (10)

6.4 Importance of trademarks

- A trademark creates a sense of security ✓ and consistency for customers. ✓
- It promotes loyalty towards a specific trademark ✓ and creates consistency for customers. ✓
- Consumers are more likely to accept new products ✓ that are marketed under a well-known brand/trademark. ✓
- Trademarks represents a certain standard of quality ✓ and price to the consumer. ✓
- Any other relevant answer related to the importance of trademarks.

Max (8)

6.5 Effectiveness of personal selling as best communication policy

- Enhances/improves customer relationships/customer loyalty because it is an effective marketing communication tool that can be a powerful source of customer feedback. ✓✓
- Enhances/improves flexibility because the salesperson can tailor their presentations to fit the needs/motives/behaviour/preferences of individual customers/consumers. ✓✓
- Increases immediate sales as personal selling is directed at potential members of the target market. ✓✓
- Involves multiple sales tasks/skills such as selling/collecting payments/ returning products/providing marketing information. ✓✓
- Encourages two-way communication between the salesperson and the customer/consumer and through this, the salesperson can provide immediate feedback to the customer/consumer. ✓✓
- Provides detailed demonstrations of the usability of the product with the prospective customer/consumer. ✓✓
- Increases/Improves customer confidence as the salesperson removes all doubts/objections/misunderstandings of the prospective customer/consumer. ✓✓
- Creates/Improves/Sustains brand awareness with existing/new customers. ✓✓
- Any other relevant answer related to the effectiveness of personal selling.

Max (14)

6.6 Conclusion

- Businesses must involve many aspects like product design, trademarks and communication to improve its sales. ✓✓
- The business must know all the different aspects of the communication policy and choose the best to achieve the highest results. ✓✓
- Any other relevant answer related to a conclusion for the marketing function.

(Any 2 × 1) (2)
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of publicity	14	
Importance of product development	10	
Importance of trademarks	8	
Effectiveness of personal selling	14	
Conclusion	2	
INSIGHT		8
Layout	2	8
Analysis, interpretation	2	
Synthesis	2	
Originality / Examples	2	
TOTAL MARKS		40

TOTAL: SECTION C: 40

School-based assessment (SBA)

Term 2
Exemplar

GRADE 11

Business studies

JUNE 202_

JUNE PAPER 2: marking guidelines

Marks: 150

SECTION A

QUESTION 1

1.1.1 B ✓✓

1.1.2 A ✓✓

1.1.3 C ✓✓

1.1.4 A ✓✓

1.1.5 D ✓✓

(5 × 2) (10)

1.2.1 conduct ✓✓

1.2.2 partnership ✓✓

1.2.3 bad ✓✓

1.2.4 personal liability ✓✓

1.2.5 good ✓✓

(5 × 2) (10)

1.3.1 C ✓✓

1.3.2 F ✓✓

1.3.3 I ✓✓

1.3.4 G ✓✓

1.3.5 B ✓✓

(5 × 2) (10)

TOTAL: SECTION A: 30

SECTION B

QUESTION 2

2.1 Aspects to include in a Prospectus

- Name of the company ✓
- Nature of the company ✓
- Main objectives of the company ✓
- Securities of the company ✓
- Directors and officers ✓
- Shareholders and meetings ✓

- Number of shares each incorporator will purchase ✓
- Amount of share capital registered ✓
- Rules and regulations of the company ✓
- Name of the auditor ✓
- Any other relevant answer related to aspects to include in a Prospectus.

NOTE: 1. Mark first SIX only.

(Any 3 × 1) (3)

2.2 Identify avenues of acquiring a business

2.2.1 Franchise ✓✓ (2)

2.2.2 Outsourcing ✓✓ (2)

2.3 Contractual requirement of franchise

Some details which should be addressed in a franchising contract are:

- Key elements of franchising ✓✓
- Intellectual Property ✓✓
- Franchise agreement provisions ✓✓
- Competition Commission concerns ✓✓
- Any other relevant answer related to the contractual implications of franchising.

OR

Contractual requirements of outsourcing

Some details that should be addressed in an outsourcing agreement are:

- The responsibilities and rights of both parties. ✓✓
- The length or duration of the contract. ✓✓
- A confidentiality clause to protect privileged information. ✓✓
- Any other relevant answer related to the contractual implications of franchising.

NOTE: Mark only first THREE implications of ONE of the avenues of acquiring a business.

Max (6)

2.4 Advantages of establishing a public over other forms of ownership

Legal status and liability ✓✓

- A company has its own legal status, trading name and own its assets ✓
- Shareholders private assets are protected. ✓

Submax (3)

Profit-sharing ✓✓

- Shareholders share profits of the company through dividends. ✓

Submax (3)

Capital and cash flow ✓✓

- A company may have more investors to finance the enterprise and is not limited to individual contribution of members. ✓

Submax (3)

Ownership and management ✓✓

- The company is managed by a competent board of directors. ✓

Submax (3)

Capital and cash flow ✓✓

- Companies may have better cash flow and their long-term growth potential is bigger. ✓

Submax (3)

Life span and continuity ✓✓

- A company has continuity of existence ✓✓

Submax (3)

Taxation ✓✓

- Companies have tax benefits that other enterprises do not have like tax rebates for CSI projects. ✓✓

Submax (3)

Any other relevant answer related to the establishing of a public company over other forms of ownership.

NOTE: Mark first TWO (2) only.

Max (6)

2.5.1 Close corporation ✓✓

- Motivation: "Braam Logistics consists of a minimum of one and a maximum of ten members" ✓

Max (3)

2.5.2 Impact of Close cooperation

Advantages

- A CC is a legal entity ✓ and has continuity of existence. ✓
- The members of a CC have limited ✓ liability. ✓
- There are very few legal requirements ✓ like auditing or regular annual general meetings. ✓
- A CC can be converted to a private company ✓ and members may become shareholders. ✓
- Owners' interest ✓ in the CC does not need to be in proportion to their capital contribution. ✓
- Any other relevant answer related to the advantages of Close corporation.

Disadvantages

- A CC is taxed with the same rate as companies, ✓ and it is higher than personal income tax. ✓
- A CC has limited growth and expansion ✓ because a CC cannot have more than ten members. ✓
- It is difficult for members to leave the CC ✓ as all members must agree to the disposal of a member's interest. ✓
- Disagreement between members ✓ can lead to conflict and delay decisions. ✓
- A member of a CC can be held personally liable ✓ for the losses of CC if the member acts are incompetent. ✓
- Any other relevant answer related to the disadvantages of a Close corporation.

Max (6)

2.6 Characteristics of Co-operatives

- A Co-operative needs a minimum of five members ✓ is required to start a cooperative. ✓
- The objective of a co-operative ✓ is to create mutual benefit for the members. ✓
- It is a legal entity ✓ and can own land and open bank accounts. ✓
- The members of a co-operative own and run the business together ✓ and share equally in its profits. ✓
- The decisions are taken democratically, ✓ in other words the members vote wins. ✓
- Co-operatives are managed ✓ by a minimum of three directors. ✓
- The Co-operative must register ✓ with the Registrar of Cooperatives Societies ✓
- The word 'Cooperative Limited' ✓ must appear at the end of its name. ✓
- They are managed ✓ by a minimum of three directors. ✓
- The Co-operative is motivated by service ✓ rather than profit. ✓
- Any other relevant answer related to the characteristics of cooperatives.

Max (6)

2.7 Reasons for buying an existing business

- The business is established an established business. ✓✓
- An established customer base already exists. ✓✓
- When an entrepreneur buys an existing business, it may come with goodwill from an established good reputation on the market. ✓✓
- The market research has already been done. ✓✓
- If you purchase an existing business the owner is often willing to stay on for a period to mentor and guide the incoming owner. ✓✓
- An existing business already has customers and continued cash flow. ✓✓
- By comparison, a start-up can take a long time to attract new customers and become cash positive. ✓✓
- Buying an existing business can offer greater security over working capital and help you to improve cash flow sooner. ✓✓
- Many existing companies have three or more years of profitable financials which makes it easier to secure financing whether you are going to a traditional bank, government ✓✓ organization or looking for venture capital. ✓✓
- Having current, trained staff in place can ensure a smooth transfer and contribute to business success. ✓✓
- When an entrepreneur buys an existing business, it can increase its market position. ✓✓✓
- Similarly, it can increase their customer base, market share and resources. ✓✓
- Any other relevant answer related to the reasons why entrepreneurs can decide to purchase an existing business.

Max (6)

[40]

QUESTION 3

3.1 Examples of crisis in the workplace

- Loss of property due to fire ✓
- Theft of assets and equipment ✓
- Breakdown in machinery ✓
- Power outages ✓
- An accident ✓
- Serious illness without replacement ✓
- Conflict ✓
- Supply shortages ✓
- A sudden increase in production cost ✓
- Unforeseen drop in revenue ✓
- Lawsuit ✓
- Tight deadline ✓
- Natural disasters, for example, earthquakes ✓
- Any other relevant example of a crisis in the workplace. ✓

(5 × 1) (5)

3.2 Theories of ethics

- 3.2.1 The right approach ✓✓
- 3.2.2 The common good approach ✓✓
- 3.2.3 Consequential theory ✓✓

(6)

3.3 Problem-solving

- Problem-solving is the process of studying a situation ✓ to find strategies to bring about change. ✓
- Problem-solving involves collecting of alternative possibilities ✓ and evaluate it to find the best solutions for the problem. ✓
- Any other relevant answer related to the definition of problem-solving.

Max (2)

3.4 Difference between conventional and non-conventional solutions

CONVENTIONAL SOLUTIONS	NON-CONVENTIONAL SOLUTIONS
It is part of and follows what is right ✓ and generally believed by everyone. ✓	It is not created as part of the norm ✓ what is generally done or believed in. ✓
These solutions are what most people expect, ✓ and they appear to be normal. ✓	These solutions are creative and unique ✓ and are usually a result of creative thinking. ✓
They focus on being relevant ✓ to a situation. ✓	They are often interrupted ✓ or changed by better ideas. ✓
Usually there is only one solution ✓ to each problem or challenge. ✓	Many or diverse solutions ✓ may be applied to problems or challenges. ✓
Any other relevant answer related to conventional solutions.	Any other relevant answer related to non-conventional solutions.
Submax (4)	Submax (4)

- NOTE: 1. The answers need not to be in tabular.**
2. The differences between them must be clear.
3. If the difference is not clear award a maximum of (4) FOUR marks for either conventional or non-conventional solutions

Max (8)

3.5 Identify problem-solving technique from the scenario

3.5.1 Delphi ✓✓

Motivation: MM requested a group of experts to suggest solutions on how to improve the quality of their products. ✓

Max (3)

3.5.2 Application of Delphi technique

- Businesses should invite a panel of experts to study the complaints from customers. ✓✓
- Experts do not have to be in the same place and will be contacted individually. ✓✓
- A questionnaire consisting of questions on how to improve the quality of products or services must be designed and distributed to the panel members and experts. ✓✓
- The panel should respond to the questionnaire individually to suggest improvements to the products and return it to businesses. ✓✓
- The responses from the experts is summarized in a feedback report. ✓✓
- The feedback report and a second set of questions or questionnaire based on the feedback report is sent to the panel members. ✓✓
- The panel members are requested to provide further input or ideas on how to improve the quality of products or services after they have studied the results and documentation. ✓✓
- A third questionnaire based on previous feedback from the second round is distributed to panel members and experts. ✓✓
- A final summary or feedback report with all the methods to improve the quality of products or services is prepared. ✓✓
- After consensus has been reached the best solution is chosen. ✓✓
- Any other relevant answer related to the application of the Delphi technique.

Max (4)

3.6 Requirements for a good code of ethics

Generally, a code of ethics should include the six universal moral values:

- state that you expect an employee ✓ to be trustworthy, ✓
- respectful ✓ towards colleagues and seniors ✓
- responsible ✓ for all his/her duties ✓
- fair ✓ with clients, suppliers, and colleagues ✓
- kind ✓ and good citizens. ✓
- States that the business celebrates ✓ diversity, ✓
- Contribute to green practices ✓ and use resources responsibly ✓
- Explain what is a proper dress codes ✓ for the business. ✓
- Any other relevant answer related to the requirements for a good code of ethics.

Max (6)

3.7 Advantages of working with others to solve problems

- There is a collection of different perspectives that can be viewed because it is difficult to be creative on your own. ✓✓
- Access to a broader base of skills, knowledge and experience and you can get more opinions on the matter. ✓✓
- Hearing other people expressing ideas often triggers more ideas in your mind. ✓✓
- It facilitates learning from one another when colleagues can teach or explain thing to one another. ✓✓
- The principle of synergy is encouraged to produce greater results. ✓✓
- The workload decreases because everyone shares the problem and their experiences. ✓✓
- Any other relevant answer related to the advantages of working with others to solve problems.

Max (6)

[40]

QUESTION 4

4.1 Aspects that must be included in the Memorandum of Incorporation

- Name of the company ✓
- Nature of the company ✓
- Main objectives of the company ✓
- Securities of the company ✓
- Directors and officers ✓
- Shareholders and meetings ✓
- Number of shares capital registered ✓
- Rules and regulations of the company ✓
- Name of the auditor ✓
- Any other relevant answer related to the aspects that must be included in the MOI.

NOTE: Mark first FOUR only.

(4 × 1) (4)

4.2 Challenges of establishing a company over other forms of ownership

- The owners of the company have more liability. Directors might not have a personal stake in the company. ✓
- If directors change, ✓ there might be a difference in the continuity of management. ✓
- Directors may not have a personal interest in the business, ✓ and this could prevent the business from receiving help from maximum growth and profits. ✓
- There may be a conflict ✓ between the owners of the company and the management in control. ✓
- Politics can get in the way and directors are appointed for the wrong reasons. ✓
- A company may cease to exist if it is deregistered by the Registrar of Companies. ✓
- Directors who do not have a personal interest in the business ✓ might not attract investors. ✓
- The limited liability aspect of the company ✓ generates more paperwork in the registration process. ✓
- When directors change ✓ there could be a lack of continuity in management. ✓
- Companies have more taxation ✓ requirements. ✓
- The more shares there are ✓ the less profit per share. ✓
- A company must submit a detailed report ✓ to all stakeholders at the end of each financial year. ✓
- A large amount of money is spent on financial audits ✓ and accounting fees because of government regulations. ✓
- Companies must disclose all financial information. This could provide their competitors with an unfair advantage. ✓
- State-owned companies often deliver non-profitable services ✓ that leads to the government losing money through the business. ✓
- Any other relevant answer related to the challenges of establishing a company vs other form of ownership.

Max (6)

4.3.1 Difference between conventional and non-conventional solutions.

NAMES	FRANCHISOR & FRANCHISEE	MOTIVATIONS
Nicky	Franchisor ✓	Nicky is the owner of Nicky Fish & Chips Franchise. ✓
Adrian	Franchisee ✓	Adrian requested Nicky to allow him the right to trade using the name of her business franchise. ✓

(4)

4.3.2 Disadvantages of franchising

- Franchisees must pay royalties ✓ or a share of the profit to franchisors. ✓
- The start-up cost ✓ could be quite high. ✓
- Too many outlets ✓ flood a specific area. ✓
- Running a franchise restrict creativity ✓ because all outlets need carry the same branding. ✓
- One poor-performing outlet ✓ may risk the reputation of the entire franchise. ✓
- Any other relevant answer related to the disadvantages of franchising.

Max (6)

4.4 Difference between professionalism and ethics

ETHICAL BEHAVIOUR	PROFESSIONAL BEHAVIOUR
Refers to the principles of right and wrong/acceptable in society. ✓	Refers to what is right/wrong/acceptable in a business. ✓
Conforms to a set of values that are morally acceptable. ✓	Set of standards of accepted behaviour. ✓
Forms part of a code of conduct to guide employees to act ethically. ✓	Applying a code of conduct of a profession or a business. ✓
Focuses on developing a moral compass for decision-making. ✓	Focuses on upholding the reputation of a business/profession. ✓
Involves following the principles of right and wrong in business activities/practice/dealings. ✓	Includes guidelines on employees' appearance/communication/attitude/responsibility, etc. ✓
Any other relevant answer related to ethical behaviour.	Any other relevant answer related to professional behaviour.
Submax (3)	Submax (3)

NOTE: 1. Answers need not to be in tabular form but the difference must be clear.

2. If the difference is not clear, mark either ethics or professionalism.

Max (6)

4.5 Ways in which professional, responsible, ethical and effective business practices can be conducted

- Businesses should treat all their employees equally, ✓ regardless of their race, colour, age, gender, disability etc. ✓
- The Mission statement of the business ✓ should include values of equality and respect. ✓
- The workplace should be a safe, fair environment ✓ where workers are able to do their work and not be embarrassed or exposed. ✓
- The business should ensure that they pay employees fair wages and salaries, ✓ which corresponds to the requirements of the BCEA. ✓
- Employees should be paid for working overtime ✓ and on public holidays. ✓
- The business should respect workers and treat them with dignity ✓ by recognising the value of their human capital for work well done. ✓
- All goods and services produced ✓ are to be done according to the required standards and ethical requirements. ✓
- Not starting a business venture at someone else's' expense ✓ by avoiding using business names and ideas that are copyrighted, trademarked and protected by law when starting a business. ✓
- New business owners must plan effectively ✓ and ensure that they put preventative measures in place to protect their business. ✓
- To foster employee confidence and loyalty ✓ it is important to ensure that all staff have access to equal access to opportunities, positions, and resources. ✓
- Any other relevant answer related to ways in which professional, responsible, ethical, and effective business practices can be conducted.

Max (4)

4.6 Advantages of creative thinking in the workplace

- Better, unique, or unconventional ideas ✓ and solutions are generated. ✓
- May give the business a competitive advantage ✓ if unusual, unique solutions, ideas, strategies are implemented. ✓
- Complex business problems ✓ may be solved. ✓
- Productivity increases ✓ as management and employees may quickly generate multiple ideas which utilises time and money more effectively. ✓
- Managers and employees have more confidence ✓ as they can live up to their full potential. ✓
- Managers will be better leaders as they will be able to handle/manage change(s) positively and creatively. ✓
- Managers and employees can develop a completely new outlook, ✓ which may be applied to any task(s) they may do. ✓
- Leads to more positive attitudes ✓ as managers and employees feel that they have contributed towards problem solving. ✓
- Improves motivation ✓ amongst staff members. ✓
- Managers and employees have a feeling of great accomplishment, ✓ and they will not resist or obstruct the process once they solved a problem and contributed towards the success of the business. ✓
- Management and employees may keep up ✓ with fast changing technology. ✓
- Stimulates initiative from employees and managers, ✓ as they are continuously pushed out of their comfort zone. ✓
- Creativity may lead to new inventions ✓ which improves the general standard of living. ✓
- Any other relevant answer related to the advantages of creative thinking in the workplace.

Max (4)

4.7 Ways businesses can deal with crisis in the workplace

- Assess and evaluate the nature of the crisis. ✓✓
- Respond in a calm matter to the situation. ✓✓
- If necessary, seek advice from experts. ✓✓
- Manage the seriousness of the situation by responding to the situation immediately. ✓✓
- Ensure that accurate and correct information is provided when managing the situation or crisis. ✓✓
- Provide training and support to staff members affected by the situation. ✓✓
- Contain the situation as effectively as possible to minimise any potential damage to the business. ✓✓
- Communicate with all stakeholders to ensure that they are properly briefed about the events, its impact and the actions taken. ✓✓
- The management team of the business should appoint a spokesperson to manage all the media briefings. ✓✓
- Debriefing sessions should be arranged for all those directly involved in the crisis. ✓✓

- If necessary, revise and amend the emergency plan after the crisis. ✓✓
- Any other relevant answer related to ways businesses can deal with a crisis.

Max (6)
[40]
TOTAL SECTION B: 80

SECTION C

QUESTION 5

5.1 Introduction

- Form of ownership refers to the legal position of the business and the way it is owned. ✓
- An entrepreneur must decide which of the forms of ownership will best suit their type of business. ✓
- Compared to sole proprietorships and partnerships, starting a company is a complicated process. ✓
- To set up a company is an expensive and complicated procedure with many legal requirements to follow. ✓
- Any other relevant answer related to the introduction for forms of ownership and formation of companies.

(Any 2 × 1) (2)

5.2 Meaning of a prospectus

- A prospectus is a written invitation ✓ to convince the public to buy shares. ✓
- A prospectus gives information ✓ about the business. ✓
- It is a formal legal document ✓ giving details about the investment offerings. ✓
- A prospectus must be issued by a company ✓ within three months after the date of registration. ✓
- Any other relevant answer related to the meaning of a prospectus.

Max (8)

5.3 Differences between the private company and public company

PRIVATE COMPANY	PUBLIC COMPANY
May not offer shares ✓ to the public. ✓	Trades its shares publicly ✓ on the Johannesburg Securities Exchange. ✓
Shares ✓ are not freely transferable. ✓	Shares ✓ are freely transferable. ✓
Minimum of one ✓ director. ✓	Minimum of three ✓ directors. ✓
Name must end ✓ with Proprietary Limited/(Pty) Ltd. ✓	Name must end ✓ with Limited/Ltd. ✓
Annual financial statements ✓ need not be audited and published. ✓	Annual financial statements ✓ need to be audited and published. ✓
Does not need to publish a prospectus as it cannot trade its shares publicly. ✓	Have to register and publish a prospectus with the Companies and Intellectual Property Commission/ CIPC. ✓
The company is not required to raise ✓ the minimum subscription/ issue minimum shares. ✓	Must raise a minimum subscription ✓ prior to commencement of the company. ✓
Any other relevant answer related to the differences between private and public companies.	Any other relevant answer related to the differences between private and public companies.
Submax (8)	Submax (8)

Max (16)

NOTE: 1. Differences do not have to link but the differences must be clear.

2. If the differences are not clear mark either private or public company and award maximum EIGHT(8) marks.

5.4 Procedure for the formation of companies

- Determine the people ✓ establishing the company. ✓
- Reserve a company name ✓ with the Registrar of Companies. ✓
- Prepare a memorandum of incorporation; ✓ open a bank account and register for taxation. ✓
- File a notice of incorporation ✓ and obtain a unique registration number ✓
- Draw up a prospectus ✓ for potential investors. ✓
- Any other relevant answer related to the procedure for formation of companies.

Max (10)

5.5 Legal requirements of the name of the company

- Reserving the name for a company is the first step to registering, but it is not compulsory. ✓✓
- If a name is reserved at CIPC, it cannot be used by another company. ✓✓
- Names can be reserved by a business for six months. ✓✓
- The name of a company is subject to approval by CIPC. ✓✓
- The name of a company must be original and not misleading. ✓✓
- The company cannot be using a name that is already in use by another company. ✓✓
- A company's name must appear on all company documents. ✓✓
- Any other relevant answer related to the legal requirements of a company.

Max (12)

5.6 Conclusion

- There are many legal formalities with the formation of companies which will contribute to the limited liability of the shareholders. ✓✓
- Entrepreneurs must ensure that they choose the right form of ownership to be successful. ✓✓
- Any other relevant answer related to the conclusion of forms of ownership and formation of companies.

Any (1 × 2) (2)

[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of a prospectus	8	
Differences between private and public company	16	
Procedure for the formation of companies	10	
Legal requirements of the name of a company	12	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis, interpretation	2	
Synthesis	2	
Originality / Examples	2	
TOTAL MARKS		40

QUESTION 6

6.1 Introduction

- Stress is defined as a state of mental or emotional strain or tension resulting from adverse or demanding circumstances. ✓
- Crises is an unforeseen event that can cause major changes in an organisation. ✓
- The Kotter's 8 Step Change Model is one of the models that businesses can use when they embark on change management process in their organisations. ✓
- Any other relevant answer related to the introduction of an essay on stress and change.

(Any 2 × 1) (2)

6.2 Importance of stress management in the workplace

- If stress is not managed effectively, it can result in absenteeism, poor performance of staff, conflict, grievances and complaints. ✓✓
- Stressed employees are more likely to miss work, because they cannot cope or due to serious health problems. ✓✓
- Managing workplace stress will minimise absenteeism and maintain productivity in the workplace. ✓✓
- Workers who suffer from stress often make poor decisions and errors/ of judgement in times of crisis or emergencies may occur. ✓✓
- Grievances or complaints that lead to staff turnover can be addressed if stress is well-managed. ✓✓
- Conflict and interpersonal problems can be avoided if stress is managed at the workplace. ✓✓
- Having stressed and tired employees serving the public may lead to poor service and unhappy customers and this can be corrected through management of stress. ✓✓

- Stressed employees are more likely to cling to the old ways of doing things by resisting change and this can be controlled through proper management of stress. ✓✓
- Constant stress can cause many problems for a business since it can become an unhealthy environment. ✓✓
- Too much stress can become a barrier to success and lowers the performance of workers. ✓✓
- Any other relevant answer related to the importance of stress management in the workplace.

Max (12)

6.3 External causes of change

- Political factors. ✓✓
- This includes aspects like change in government policy✓ and international relations. ✓

Submax (3)

- Social factors. ✓✓
- This includes aspects like poverty, ✓ unemployment, and HIV/Aids. ✓

Submax (3)

- Economic factors. ✓✓
- This includes aspects like an increase in interest rate ✓✓ and fluctuation in the foreign exchange rate. ✓
- Technological factors. ✓✓
- For example, aspects like advances in production techniques✓ and the information and communication technology revolution. ✓

Submax (3)

- Market factors. ✓✓
- This includes new firms entering the market✓ and introducing new products. ✓

Submax (3)

- Any other relevant answer related to external causes of change.

Max (12)

6.4 John Kotter's 8 steps of leading change

1. Establish a sense of urgency ✓ by motivating employees. ✓
2. Form a powerful coalition ✓ by bringing together a team of influential people who will convince everyone else that change is needed. ✓
3. Develop a vision and a strategy ✓ to decide what values are central to the required change in the business or organization. ✓
4. Communicate the vision frequently and demonstrate the kind of behaviour ✓ that they want from their employees. ✓
5. Empower broad based action ✓ by identifying employees who are resisting change and help them see the need for change. ✓
6. Generate a short-term victory✓ and make sure their businesses taste success early in the change management process. ✓
7. Build on change by analysing ✓ what went right and what needs to be improved after each winning situation. ✓
8. Anchor the changes in corporate culture✓ and this must become part of the core mechanism of their business. ✓✓

NOTE: May be in any order.

Max (10)

6.5 Strategies to deal with the following:

Globalisation

- Businesses should be attentive of changes and trends in their related industry. ✓✓
- They should stay up-to-date with new technology, processes and developments to ensure that they have the competitive edge. ✓✓
- Overseas markets for the businesses' products should be explored. ✓✓
- Businesses should ensure that their products meet international standards for quality. ✓✓
- Products that are made available to different markets should be useful, eye-catching and unique. ✓✓
- Any other relevant answer related to strategies dealing with globalization.

Submax (6)

Affirmative action

- Businesses should be attentive of changes and trends in their related industry. ✓✓
- They should stay up-to-date with new technology, processes and developments to ensure that they have the competitive edge. ✓✓
- Overseas markets for the businesses' products should be explored. ✓✓

- Businesses should ensure that their products meet international standards for quality. ✓✓
- Products that are made available to different markets should be useful, eye-catching and unique. ✓✓
- Any other relevant answer related to strategies dealing with affirmative action.

Submax (6)
Max (12)

6.6 Conclusion

- Businesses must be aware of possible causes of stress in the workplace and reduce it if possible to be more productive. ✓✓
- Many change often occur in the internal and external environment and businesses must deal with it in the best possible way to ensure sustainability of the business. ✓✓
- The steps developed by John Kotter can be used to handle change in an effective way. ✓✓
- Any other relevant answer related to a conclusion for an essay on stress and change.

Any (1 × 2) (2)
[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Causes of stress	12	
Importance of stress management	12	
John Kotter’s steps in leading change	10	
Business strategies for globalisation and affirmative action	12	
Conclusion	2	
INSIGHT		8
Layout	2	8
Analysis, interpretation	2	
Synthesis	2	
Originality / Examples	2	
TOTAL MARKS		40

TOTAL: SECTION C: 40

School-based assessment (SBA)

Term 3
Exemplar

GRADE 11

Business studies

SEPTEMBER 202_

PROJECT: marking guidelines

Marks: 50

PROJECT: RUBRIC

NOTE TO TEACHERS

1. This is an individual activity, and it is your responsibility to explain the task and the rubric to the learners before giving it to them.
2. The task must be marked on the written task of the learner and marks must be indicated on the rubric.
3. Use the suggested marking lines, but also consider answers given to them by business owners/managers or from their own research in books, magazines, newspapers, interviews, or the internet.
4. There must be strict adherence of the dates of administering the tasks, this is non-negotiable.

Rubric to assess the grade 11 project

ASSESSMENT CRITERIA	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Total
Entrepreneurial qualities and success factors	Learner responses are irrelevant to the question	Learner outlined ONE entrepreneurial quality and explained how it has contributed towards ONE key success factor of the business.	Learner outlined TWO entrepreneurial qualities and explained how these qualities have contributed towards the key TWO success factors of the business.	Learner outlined THREE entrepreneurial qualities and explained how these qualities have contributed towards the key THREE success factors of the business.	Learner outlined FOUR entrepreneurial qualities and explained how these qualities have contributed towards the key FOUR success factors of the business.	Learner outlined FIVE entrepreneurial qualities and explained how these qualities have contributed towards the key FIVE success factors of the business.	5
Areas of improvement	Learner did not state areas of weaknesses	Learner stated ONE area of weaknesses and did not explain how to improve on it.	Learner did not state areas of weaknesses and ONLY focused on how to improve on them.	Learner stated ONE area of weakness and explained how to improve on it.	Learner stated TWO areas of weaknesses and explained how to improve on them.	Learner stated THREE areas of weaknesses and explained how to improve on them.	5
Analysis of an action plan and steps to follow when drawing up an action plan	Learner did not analyse an action and explain steps to be followed when drawing up an action plan	Learner analysed the action plan and explained ONE step that must followed when drawing up an action plan.	Learner analysed the action plan and explained TWO steps that must followed when drawing up an action plan.	Learner analysed the action plan and explained THREE steps that must followed when drawing up an action plan.	Learner analysed the action plan and explained FOUR steps that must followed when drawing up an action plan.	Learner analysed the action plan and explained FIVE steps that must followed when drawing up an action plan.	5
Steps that must be considered planning a project	Learner did not outlined steps in project planning	Learner outlined ONE step to be considered when planning a project	Learner outlined TWO steps that must be considered when planning a project	Learner outlined THREE steps that must be considered when planning a project	Learner outlined FOUR steps that must be considered when planning a project	Learner outlined FIVE steps that must be considered when planning a project	5

ASSESSMENT CRITERIA	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Total
Aspects that must be considered when initiating or setting up a business venture.	Learner did not consider any aspects that must be considered when setting up a business venture.	Learner explained ONE aspect that must be considered when setting up a business venture	Learner explained TWO aspects that must be considered when setting up a business venture	Learner explained THREE aspects that must be considered when setting up a business venture	Learner explained FOUR aspects that must be considered when setting up a business venture	Learner explained FIVE aspects that must be considered when setting up a business venture	5
Sources of funding	Learner did not list any sources of funding	Learner listed ONE source of funding	Learner listed ONE source of funding and suggested ONE other source.	Learner listed ONE source of capital and suggested TWO other sources.	Learner listed TWO sources of funding and suggested TWO other sources.	Learner listed THREE sources of funding and suggested TWO other sources.	5
Factors that influence the choice of funding	Learner did not describe factors that influence the choice of funding	Learner described ONE factor that influence the choice of funding	Learner described TWO factors that influence the choice of funding	Learner described THREE factors that influence the choice of funding	Learner described FOUR factors that influence the choice of funding	Learner described FIVE factors that influence the choice of funding	5
Reasons why businesses need funding	Learner did not discuss reasons why businesses need funding.	Learner discussed ONE reason why businesses need funding	Learner discussed TWO reasons why businesses need funding	Learner discussed THREE reasons why businesses need funding	Learner discussed FOUR reasons why businesses need funding	Learner discussed FIVE reasons why businesses need funding	5
Factors that must be considered when preparing/designing a presentation	Learner did not outline any factors that must be considered when preparing a presentation	Learner only provided ONE fact on factors that must be considered when preparing a presentation	Learner only provided TWO facts on factors that must be considered when preparing a presentation	Learner only provided THREE facts on factors that must be considered when preparing a presentation	Learner only provided FOUR facts on factors that must be considered when preparing a presentation	Learner provided FIVE facts on factors that must be considered when preparing a presentation	5
Types of visual aids	Learner did not discuss any types of visual aids	Learner only discussed ONE type of visual aids	Learner only discussed TWO types of visual aids	Learner only discussed THREE types of visual aids	Learner only discussed FOUR types of visual aids	Learner only discussed FIVE types of visual aids	5
TOTAL MARKS:							50

1.1

1.1.1 Entrepreneurial qualities and how it contributes towards the success of a business

- Desire for responsibility
- Taking calculated risks before deciding.
- They are flexible should they turn out to take wrong decisions.
- Good management and leadership skills
- Entrepreneurs must be capable of inspiring other people to believe in their vision
- High levels of energy
- Successful entrepreneurs are not afraid to deal with the stress involved in running one's own business and making difficult decisions.
- Dreams with a clear vision
- Confidence in one's ability to succeed
- The business environment is constantly changing, and entrepreneurs must be flexible to adapt to these changes.
- Willpower to overcome obstacles
- Recognising opportunities
- An entrepreneur shows perseverance by continuing to try until they have reached a goal.
- Organisational skills
- Passion
- Entrepreneurs must be committed to see something through despite difficulties.
- Product and customer focus
- Creativity requires imagination to produce the most obscure ideas
- Entrepreneurs come up with something new and yet have success potential.
- Any other relevant answer related to entrepreneurial qualities.

1.1.2 Areas of weaknesses and how to improve on it

Entrepreneurs must evaluate the following aspects often in his/her business:

- Regularly evaluate the price of every product
- Operate from a plan based on its vision to avoid deviation • Make sure the money comes in quickly
- Keep business expenses to a minimum
- Set goals with reasonable milestones and timelines
- Evaluate the benefit of increased sales against the cost of marketing.
- Identify and implement the technology needed to support their operation and growth
- Identify the target customer and what they do for them
- Research and categorise competition noting their strengths and weaknesses
- Differentiate the business against competitors and communicate this in sales and marketing programme.
- Look after its best customers Know the needs of customers e.g. ask for customers feedback through surveys and direct interaction with them.
- Regular review sessions where they review their structure, vision, delivery methods etc.
- Any other relevant answer related to areas of weaknesses

1.2 Analysis of an action plan

Look at the following and determine if the action plan is viable:

- Goals
- Activities
- Resources
- Timelines

Steps to follow when drawing up an action plan:

- Strategic planning of the business
- Create meaningful goals
- List the tasks to be performed
- Divide the big tasks into smaller more manageable parts. List the tasks.
- Decide on the deadlines for every activity.
- Create a visual presentation of an action plan.
- Regularly check the progress.

1.3 Project planning steps

The following project planning steps will ensure that projects are completed successfully.

- Define the scope of the plan to be done, for example, define what the purpose, first and last activities will be.
- Identify project supporters.
- Break the project down into activities.
- Set time frames and determine how much time you will need to allocate to each activity.
- Set milestones/targets, for example, determine what the main completion point is.
- Determine accountabilities and the person responsible for the decision/s made.
- Calculate the financial, human, and technical resources that need to be allocated.
- Plot the activity schedule into a Gantt chart.
- Execute the project plan.
- Monitor progress.
- Communicate and review project progress.
- Keep records of all activities.

1.4 Factors that must be considered before start up

Entrepreneurs need to consider the following factors before starting up any

The culture of the organisation

The culture of an organisation is the personality of a company. The company's culture is a combination of its vision, values, work environment, and internal behaviour.

- Entrepreneurs must decide what the culture of their business will be before starting up.
- They must train the staff to know the culture of the business, for example, they must know what the dress code/customer service etc.
- They must ensure that staff knows the culture of the business and that their behaviour does not damage the business image.

A good business plan and action plan is just the beginning. According to statistics 90% of all start-ups fail.

Environmental changes

Businesses operate in a dynamic and unpredictable environment as it always changes and pose many challenges to businesses.

- Environmental change requires businesses to always adapt and review their original plan.
- Let us look at some of the reasons for environmental changes:
- The economy fluctuates up or down daily, resulting to businesses having to change some of their operations.
- New competitors enter the market and driving existing businesses out of the market.
- New technology force businesses change some of their original plans.

Customer services

A good customer service requires entrepreneurs to:

- identify their potential customers before start-up.
- establish a good relationship with their customers.
- change the market plan to accommodate customer needs.

Business growth

The entrepreneur must:

- Determine the size and the growth of the business before they start up their business.
- Devise a suitable strategy to manage and control a larger group of employees.
- The size and growth of the business will determine the most appropriate form of ownership for the business.
- Many businesses want to grow too quickly, which can cause problems such as lack of infrastructure and funding.
- The long-term vision of the size of the business must also be reflected in the organogram of the business.

Cost saving

- Businesses could do a joint advertising campaign with other businesses that sale complementary products to reduce the advertisement cost.
- Businesses could save on office costs by using recycled printer cartridges and buying good quality used equipment.
- Hire temporary employees or use independent contractors to save cost.
- Business could save cost by considering other aspects such as insurance, credit, online transactions.

1.5 Sources of funding

Businesses must have knowledge of the different sources to finance a particular need of the business. The following sources are available for funding:

Bank loans

- Businesses may apply to borrow money from the bank.
- The bank will check their credit worthiness before approving the loan.
- The bank will specify the amount and the duration of the loan.
- The period can be fixed for the time of the loan or variable in line with the current interest rate.

Bank overdraft

- Businesses with a current check account organize a bank overdraft with the bank.
- With this type of funding, the bank will allow the business to draw more than what is deposited in their bank account.
- The bank will set a limit on the amount that can be drawn from the account.
- The business pays interest on the amount of money they withdraw and for the period they have overdrawn.

Trade credit

- Trade credit is an agreement between a supplier and the business.
- Suppliers normally allow businesses between one to three months to settle their debts.
- Businesses can sell or develop new products to be able to pay off their debt during the trade agreement period.

Equity capital

- The capital that is contributed by the owner of a business is known as owner's interest.
- When the owner puts in additional funds in the business the equity increases.
- The higher the owner's interest in the business, the higher the potential of profit and this will encourage greater commitment from the owner.

Debt capital

- If a business needs to borrow funds, it is known as debt capital.
- The business must show the ratio between equity capital and debt capital in its business plan.
- The solvency of the business is determined by the ratio of equity capital and debt capital.
- It is very important that businesses must be always solvent.

Leasing and hire purchase

- Businesses can lease certain assets such as equipment and technology, which is owned by the other party.
- Businesses may prefer to lease certain items instead of buying them.
- In the contract the fixed amount of monthly premium must be specified.
- Businesses can use leasing because it is easier to find finance for a lease agreement than for the purchasing of an expensive asset.

Grants

- Under some circumstances a business may qualify for government support to get started.
- A grant means that the business will get funding from the government.
- Grants are normally cheaper funding than other sources.

Venture capital

- The credit provider of this funding will give money for the start-up of the business in exchange for a share in the business.
- Sometimes the venture capitalist also requests a portion in the management of the company or a position on the board of directors.

Angel funding

- Sometimes a wealthy entrepreneur offers financial help in exchange for a share in the business.
- This type of funding carries a high risk for the investor.

1.6 Factors that influence the choice of funding

Businesses must consider several aspects before they get funding. These include things such as the amount of money, the cost of the funding, and the purpose of the funding.

The nature of finance

Some types of financing like shares and debentures are not available to certain forms of ownership like sole traders and partnerships. Shares and debentures can only be issued by companies. Sole traders and partnerships should make use of other forms of funding.

The amount of capital needed

The larger the amount of capital needed; the fewer options will be available. Larger amounts must be obtained from banks, or the owner must use his/her own funds. The government or NGOs will only give grants for smaller amounts.

Risk

The bank or venture capitalist will always consider how safe their investment will be by looking at factors that will endanger the recovery of the debt. It is always more difficult for a new business to obtain funding/extra funding than an existing business who already has a good credit record.

Cost of finance

The cost of the funding is normally measured in the interest that must be paid for the funding. Businesses must weigh all the options before choosing the most affordable option of funding.

Period of finance

For short-term financing like the payment of creditors, buying stock, and so on, businesses could make use of a bank overdraft. However, if a business must buy an asset, such as equipment, a bank loan would suit this purpose better.

1.7 Reasons why businesses need funding

Reasons why businesses need funding may include the following:

- Cover the start-up cost of buying premises/machinery/raw material, etc.
- Run the business and have enough money to pay employees/suppliers of raw material, etc.
- Pay for cost of input such as wages, telephone and other expenses.
- Expand the business as the orders/sales increase and bigger premises need to be established

1.8

1.8.1 Factors to consider when preparing for a presentation:

- Be clear about the purpose of the presentation.
- Write down an outline of the important information that needs to be shared with your audience.
- Ensure that the main aim of the presentation is captured in your opening statement.
- Familiarise yourself with the content of the presentation to ensure a smooth flow of the presentation.
- Be familiar with the background of your audience, so that your presentation speaks to their area of interest.
- Include simple language in your presentation.
- Formulate a rough draft of your presentation. It should include a logical flow of information, starting from the introduction to the body, and finally the conclusion.
- Summarise the main facts of the body in your conclusion and link your conclusion to the initial purpose of the presentation.
- Include visual aids that will enhance your presentation.
- Practice the delivery of your presentation to ensure that the allocated time is not exceeded.
- Prepare yourself for possible clarity questions that your audience may ask after the presentation.

1.8.2 Types of visual aids

Visual aids refer to support materials such as tables, graphs, pie charts, posters used in addition to spoken information. Visual aids help presenters to provide detailed information about the topic that is presented. They make the presentation more interesting for the audience. Look at the diagram about the types of visual aids.

School-based assessment (SBA)

Term 3 Exemplar

GRADE 11

Business studies

SEPTEMBER 202_

CONTROL TEST: marking guidelines

Marks: 150

SECTION A

QUESTION 1

- 1.1 1.1.1 B ✓✓
1.1.2 A ✓✓
1.1.3 D ✓✓
1.1.4 A ✓✓
1.1.5 D ✓✓

(5 × 2) (10)

- 1.2 1.2.1 business plan ✓✓
1.2.2 productivity ✓✓
1.2.3 verbal ✓✓
1.2.4 planning ✓✓
1.2.5 community based organisations ✓✓

(5 × 2) (10)
[20]

SECTION B

Mark the FIRST TWO answer only.

QUESTION 2: BUSINESS VENTURES

- 2.1 Key success factors
- profitability ✓
 - sustainability ✓
 - market knowledge ✓
 - strong customer base ✓
 - good leadership ✓
 - ethics, controls, and good governance ✓
 - stable workforce ✓
 - unique product or service. ✓
 - Any other relevant answer related to the key success factors of a business..

NOTE: Mark the first FIVE (5) only.

(5 × 1) (5)

2.2 Characteristics of an entrepreneur

2.2.1 Characteristic from the scenario

Show perseverance ✓✓

(2)

Motivation

JSS has suffered a financial loss during the stage five hard lockdown period in 2020 but he did not give up on his business. ✓

(1)

NOTE: 1. Award marks for characteristic even if the quote is incomplete.

2. Do not award marks for the motivation if the characteristic was incorrectly identified.

Max (3)

2.2.2 Other characteristics of an entrepreneur

Desire for responsibility ✓✓

- Entrepreneurs like to prove themselves as being innovative/hardworking/responsible for creating their own income. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

Take calculated risks ✓✓

- An entrepreneur is willing to take a risk. ✓
- Risks involve a degree of uncertainty. ✓
- Most entrepreneurs risk financial security when they start a business venture. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

Good management and leadership skills ✓✓

- An entrepreneur has good management skills such as planning/motivating/controlling ✓
- Entrepreneurs must be capable of inspiring other people to believe in their vision. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

High levels of energy ✓✓

- To be an entrepreneur requires high levels of energy ✓
- Dreams with a clear vision ✓
- An entrepreneur has vision of where they are heading. ✓
- An entrepreneur can convert a dream into a business plan/can explain their vision to others. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

Confidence in one's ability to succeed ✓✓

- An entrepreneur must have confidence. ✓
- Entrepreneurs believe in themselves and believe they can achieve their goals. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

Flexibility ✓✓

- The business environment is constantly changing ✓
- Entrepreneurs must be flexible to adapt to these changes ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

Willpower to overcome obstacles ✓✓

- Entrepreneurs face many obstacles.
- An entrepreneur must have the willpower to overcome obstacles/not give up easily. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

Recognise opportunities ✓✓

- A successful entrepreneur can recognise opportunities ✓
- Drive to convert opportunities into a business opportunity. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

Organisational skills ✓✓

- Entrepreneurs need to have excellent organisational skills. ✓
- Examples of organisational skills are time management. ✓
- Entrepreneurs must also have the skills to manage their own businesses. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

Passion ✓✓

- An entrepreneur is passionate and enthusiastic about their product/business. ✓
- Passion for the business will keep the entrepreneur motivated when things go wrong. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

Product and customer focus ✓✓

- Developing products/services that make people's lives easier.
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

High degree of commitment ✓✓

- Entrepreneurs must be committed to see something through despite difficulties/make sacrifices to build the businesses. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

Be creative ✓✓

- An entrepreneur uses creative thinking skills to turn threats into business opportunities to be competitive. ✓
- Any other relevant answer related to characteristics of an entrepreneur

Characteristic	2
Explanation	1
Submax	3

NOTE: Mark the first TWO (2) only.

Max (6)

2.3 Strategies businesses use to ensure that they remain profitable and sustainable.

Thorough planning ✓✓

- Planning is important when it comes to being efficient. ✓
- Any other relevant answer related to thorough planning.

Heading	2
Description	1
Submax	3

Sound financial management ✓✓

- Sound financial management and good accounting practices are the best ways in which a business can remain profitable. ✓
- Any other relevant answer related to sound financial management.

Heading	2
Description	1
Submax	3

Effective management of scarce resources and employees ✓✓

- Many projects fail because a business invests in too many or too few resources. ✓
- Any other relevant answer related to effective management of scarce resources and employees.

Heading	2
Description	1
Submax	3

Maintaining a solid customer base ✓✓

- Customer retention is an important part of a business, as this can ensure that they remain profitable and sustainable. ✓
- Any other relevant answer related to maintaining a solid customer base.

Heading	2
Description	1
Submax	3

Being ethical ✓✓

- An ethical business behaves in a socially responsible way and does what is right even if it is not necessary by law. ✓
- Any other relevant answer related to being ethical.

Heading	2
Description	1
Submax	3

Being socially responsible ✓✓

- Surveys show that consumers like to support a business that supports the community in which it operates. ✓
- Any other relevant answer related to being socially responsible.

Heading	2
Description	1
Submax	3

NOTE: Mark the first TWO (2) only.

**Max (6)
[20]**

QUESTION 3: BUSINESS VENTURES

3.1 Sources of funding

- Bank loan ✓
- Bank overdraft ✓
- Trade credit ✓
- Equity capital ✓
- Debt Capital ✓
- Leasing/Hire Purchase ✓
- Grants ✓
- Venture capital ✓
- Angel funding ✓
- Any other relevant answer related to sources of funding

NOTE: Mark the first TWO (2) only.

(2 × 1) (2)

3.2 Factors that must be considered before starting a business

- 3.2.1 Business growth ✓✓
- 3.2.2 Cost saving ✓✓
- 3.2.3 Customer service ✓✓

(3 × 2) (6)

3.3 Importance of an action plan

- Enables projects to be achieved ✓ within a specified time. ✓
- Prioritises activities ✓ by their importance. ✓
- Can help the person responsible ✓ to be more organised. ✓
- Helps to focus activity ✓ to achieve objectives ✓
- May be used as a control measure ✓ against which standards/performance can be measured. ✓
- Any other relevant answer related to the importance of an action plan

Max (6)

3.4 Reasons why business presentations must be in a written format

- Written business presentations provide the organisation with an opportunity to promote the corporate image of the organisation. ✓✓
- The content of a written business presentation is adaptable and could easily be amended. ✓✓
- New/Recent information could easily be added to the presentation. ✓✓
- Written presentations make it easier for the presenter to interact with the audience/stakeholders. ✓✓
- Stakeholders/audience can also interact with the business presentation after the presentation. ✓✓
- Any other relevant answer related to the reasons why business presentations must be in a written format.

Max (6)

[20]

QUESTION 4: BUSINESS VENTURES

4.1 Factors that influence the choice of funding

- Nature of finance ✓
- Amount of capital needed ✓
- Risk ✓
- Cost of finance ✓
- Period of finance ✓
- Any other relevant answer related to the factors that influence the choice of funding.

NOTE: Mark the first THREE (3) only.

(3 × 1) (3)

4.2 Meaning of an action plan

- A detailed plan outlining actions ✓ needed to reach the business goals. ✓
- Shows the activities ✓ that must be completed. ✓
- Action plan is required ✓ to implement the business plan ✓
- Show how activities will be organised ✓ to achieve the goals of the business plan. ✓
- Any other relevant answer related to the meaning of an action plan.

Max (4)

4.3 Planning tools

4.3.1 Planning tool from the scenario

- Gantt chart / Work Breakdown Structure ✓✓

(2)

Motivation

- The management team met with the employees and provided them with a tool that listed all the activities that needed to be done and the date in which they should be completed ✓

(1)

NOTE: 1. Award marks for planning tool even if the quote is incomplete.

2. Do not award marks for the motivation if the planning was incorrectly identified.

Max (3)

4.3.2 Other Planning Tools

Timelines ✓✓

- A visual representation of chronological information. ✓
- Graphic tool that shows the dates and events labelled on points. ✓
- Line on which time and activities are marked. ✓
- Help team members to know what milestones need to be achieved and by when. ✓
- Timelines is a simple tool that lists all the activities that need to be done and the date order in which they will be completed. ✓
- They normally show projected dates rather than actual ones. ✓
- It shows a passage of time. ✓
- A timeline is divided into equal spaces that are either weeks or months. ✓
- Any other relevant answer related to stages of an action plan

Planning tool	2
Explanation	1
Submax	3

Project Planning ✓✓

- Project management is the process of leading the work of a team to achieve goals/meet success criteria at a specified time. ✓
- The primary challenge of project management is to achieve all the project goals within the given constraints. ✓
- Good project planning skills can turn the business plan into an action plan. ✓
- Any other relevant answer related to stages of an action plan

Planning tool	2
Explanation	1
Submax	3

Max (6)

4.4 Factors that must be considered when composing a flyer

- Decide on the main theme of the flyer ✓✓
- Make the central theme eye catching/appealing to the reader ✓✓
- The flyer should consist of both graphics and words ✓✓
- Limit the number of words on the flyer. ✓✓
- Use colour and large fonts for the most important information. ✓✓
- Ensure that the layout of the flyer is attractive and appealing. ✓✓
- Provide information about products/services. ✓✓
- Insert contact details of the business. ✓✓
- Proofread the flyer before printing it. ✓✓
- Any other relevant answer related to factors that must be considered when composing a flyer

Max (4)

[20]

SECTION C

Mark the FIRST question only

QUESTION 5 BUSINESS VENTURES (PRESENTATION OF INFORMATION)

5.1 Introduction

- Successful businesses always find new ways of presenting business information to avoid using the same presentation style. ✓
- They continuously update their information and consider various types of audience when preparing for a presentation. ✓
- There are two types of presentation namely verbal and non-verbal presentation. ✓
- Business information can be presented verbally or non-verbally depending on the of information that must be presented and the intended audience. ✓
- The success of any presentation requires presenters to prepare for a presentation before doing a presentation. ✓
- Presenters need to consider several factors that will enable them to make a meaningful presentation. ✓
- They are also able to identify and deal with challenges that may occur during the presentation. ✓
- Any other relevant answer related to presentation of information

Any (2 x 1) (2)

5.2 Importance of presenting business information

- Business information provides management with information/data regarding important markets. ✓✓
- Enables businesses to identify opportunities and threats in the market. ✓✓
- Allows management to develop new strategies in order to overcome competition in the market. ✓✓
- Allow management to know more about competitive marketing strategies. ✓✓
- Enables businesses to share their financial performance with internal and external stakeholders. ✓✓
- Attracts and retains investors and improves the image of the business. ✓✓
- Employees are informed about the business operations and the required performance. ✓✓
- Increases sales and profitability. ✓✓
- Any other relevant answer related to the importance of presenting business information

Max (10)

5.3 Steps in report writing

Decide on terms of reference ✓✓

- Setting the terms of reference helps both the writer/readers to understand ✓ why the report is important/what it hopes to accomplish. ✓
- Setting concrete terms early on will help you ✓ create the report's outline/keep your discussions on track throughout the writing process. ✓
- Any other relevant answer related to the step, in report writing

Step	2
Discussion	2
Submax	4

Conduct research ✓✓

- Most reports will require the collection of data ✓ that directly relates to the topic. ✓
- Interpreting data/formatting it in a way that the readers will understand ✓ is an important part of writing a report. ✓
- Any other relevant answer related to the step, in report writing

Step	2
Discussion	2
Submax	4

Write an outline ✓✓

- The next step is to construct ✓ your report's outline. ✓
- Include all the necessary sections/ eliminate anything ✓ that does not directly contribute to the report's purpose. ✓
- Any other relevant answer related to the step, in report writing

Step	2
Discussion	2
Submax	4

Write a first draft ✓✓

- Writing a first draft is one of the most important stages✓ of constructing a successful report. ✓
- The purpose of the first draft ✓ is to get all the main elements of the information onto the page. ✓
- The primary goal is to organise the data/analysis into a rough draft✓ that will eventually become a final product. ✓
- Any other relevant answer related to the step, in report writing

Step	2
Discussion	2
Submax	4

Analyse data and record findings ✓✓

- The focus of every report is the findings section/presentation✓ of the interpretation of the data. ✓
- The findings section of the report should always provide valuable information✓ related to the topic/issue that is being addressed, even if the results are less than ideal. ✓
- Any other relevant answer related to the step, in report writing

Step	2
Discussion	2
Submax	4

Recommend a course of action✓✓

- The final section of the report’s body✓ is the recommendation. ✓
- After examining the data/analysing any outcomes✓, present an idea as to what actions should be taken in response to the findings. ✓
- Any other relevant answer related to the step, in report writing

Step	2
Discussion	2
Submax	4

Edit and distribute ✓✓

- The final stage of writing a report is editing it thoroughly/distributing it ✓ to the stakeholders/ audience. ✓
- Edit for grammar mistakes, ✓ spelling errors/ typos. ✓
- Ask someone else to proofread it/give you their opinion✓ on the readability of the content. ✓
- Any other relevant answer related to the step, in report writing

Step	2
Discussion	2
Submax	4

Max (12)

5.4 Factors that a presenter must consider when preparing a presentation

- Be clear about the purpose✓ of the presentation✓
- Write down an outline of the important information that✓ you want to share with your audience. ✓
- Ensure that the main aim of the presentation✓ is captured in your opening statement. ✓
- Familiarise yourself with the content of the presentation ✓ to ensure a smooth flow of the presentation. ✓
- Be familiar with the background of your audience, ✓ so that your presentation speaks to their area of interest. ✓
- Include simple language in your presentation ✓, to ensure the audience understand the message
- Formulate is rough draft of your presentation, ✓ that includes a logical flow of information ✓
- Summarise the main facts of the body in your conclusion✓ and link your conclusion to the initial purpose of the presentation. ✓
- Includes visual aids, ✓ that will enhance your presentation. ✓
- Practice the delivery of your presentation ✓ to ensure that you do not exceed the time allocated to you. ✓
- Prepare yourself for possible clarity questions✓ that your audience may ask after the presentation. ✓
- Any other relevant answer related to factors that a presenter must consider when preparing a presentation

Max (14)

5.5 Handling feedback in a non-aggressive and professional manner after a presentation

- Listen to each question carefully and ensure that you interpret the question correctly. ✓✓
- Restate the question for your understanding if you are uncertain about the question. ✓✓
- Respond only to questions when you are certain about the question that was asked. ✓✓
- When answering a question, it is important to address the question and not the person asking the question. ✓✓
- Be prepared to acknowledge good questions by emphasising the value of the question to the presentation. ✓✓
- Don't attempt to answer questions that you do not know the answer to and acknowledge this to your audience. ✓✓
- Don't be afraid to admit mistakes made during the presentation if such mistakes are mentioned by your audience. ✓✓
- Remain polite/courteous/professional when responding to questions. ✓✓
- Refrain from becoming involved in a debate/argument with the person/s posing the questions. ✓✓
- Any other relevant answer related to areas of improvement of a business report

Max (10)

5.6 Conclusion

- A well-prepared presentation creates a good impression and will attract potential investors ✓✓
- A good presentation promotes the image of the business/owner/management. ✓✓
- Being professional during presentation/feedback/questions session should contribute to the success of the presentation. ✓✓
- Any other relevant conclusion related to visual aids/factors composing a flyer/steps in report writing/ways to respond to question in a non-aggressive and professional manner. ✓✓
- Any other relevant conclusion related to presentation of information.

**Any (1 × 2) (2)
[40]**

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Importance of presenting business information	10	
Steps in report writing	12	
Factors that a presenter must consider when preparing a presentation	14	
Areas of improvement of a business report	10	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

QUESTION 6: BUSINESS ROLES (CITIZENSHIP ROLES AND RESPONSIBILITIES)

6.1 Introduction

- Citizenship refers to a legal status and relation between an individual and a state that entails specific legal rights and duties. ✓
- Businesses have a responsibility towards its employees/shareholders/suppliers/customers and a social responsibility towards local communities/the country as a whole. ✓
- Business and communities are closely linked because their employees come from the community/they rely on the community to buy their goods and services. ✓
- Any other relevant answer related to citizenship roles and responsibilities

Any (2 × 1) (2)

6.2 Responsibilities of South African citizens

- Avoid hate speech, spreading lies and insult others. ✓✓
- Treat every person equally and fairly. ✓✓
- Treat people with respect and dignity including greeting them warmly and speaking to them courteously. ✓✓
- Attend school regularly, to learn, and to work hard. ✓✓
- Not hurting/bullying/intimidating others. ✓✓

- Respect the property of others, protect both private and public property. ✓✓
- Respect the beliefs and opinions of others, and their right to express these. ✓✓
- Any other relevant answer related to the responsibilities of South African citizens.

Max (10)

6.3 How businesses can contribute to the social and economic development of their communities

- They can create job opportunities✓ for members of the community. ✓
- By educating/training their own employees✓ it will increase their productivity. ✓
- Businesses can spend money on uplifting the community✓ through their CSR programmes. ✓
- When businesses get involved in HIV/Aids projects✓ for their workers/the community. ✓
- If businesses pay responsible taxes to SARS✓ they contribute to the whole economy. ✓
- When businesses are sustainable/profitable✓ they keep the economy going. ✓
- Businesses conducting their business in an ethical/responsible way✓ contribute to society as well. ✓
- Any other relevant answer related to how a businesses can contribute to the social and economic development of their communities

Max (12)

6.4 Reasons why businesses become involved in social programmes

Attracts investors ✓✓

- Attract investors because of increased profits/income✓ for the shareholders/owners✓
- Any other relevant answer related to attract investors.

Reason	2
Discussion	2
Submax	4

International demands ✓✓

- A business may have a competitive advantage,✓ resulting global demand for products/services. ✓
- Any other relevant answer related to international demands.

Reason	2
Discussion	2
Submax	4

Alleviate issues ✓✓

- Socio-economic issues are attended to which will improve the welfare✓ of the community. ✓
- Any other relevant answer related to alleviate issues.

Reason	2
Discussion	2
Submax	4

Increase social integration ✓✓

- Training opportunities in the community✓ increase the possibility of appointments of members of the community. ✓
- Any other relevant answer related to increase social integration.

Reason	2
Discussion	2
Submax	4

Promote well being ✓✓

- The standard of living of the community✓ is uplifted/quality of life of communities is improved. ✓
- Any other relevant answer related to promote well being.

Reason	2
Discussion	2
Submax	4

- Improve the image of the business ✓✓
- Promotes customer loyalty✓ resulting in more sales.✓
 - Any other relevant answer related to improve the image of the business

Reason	2
Discussion	2
Submax	4

NOTE: Mark first THREE only.

Max (12)

6.5 Role that institutions can play in the social and economic development of communities:

Civil society

- They must fill the gap that is not filled/supplied by government. ✓✓
- Identify/meet a particular need in the community. ✓✓
- Take care of needy/helpless/marginalised people with development/education/projects. ✓✓
- Help to combat socio-economic issues such as HIV/Aids/poverty/unemployment/corruption. ✓✓
- Any other relevant answer related to role that civil society can play in the social and economic development of communities

Submax (6)

Non-governmental organisations

- Non-governmental organisations (NGOs) play a significant role in today's society. ✓✓
- They have to provide service that the government is unable/incapable of providing to its citizens✓✓
- This they can do via the philanthropy of donors and the socially aware. ✓✓
- NGO's offer services like education/development/protection/care for the needy/the helpless/ marginalised people. ✓✓
- They also care for animals/the environment. ✓✓
- Any other relevant answer related to role that non-governmental organisations can play in the social and economic development of communities

Submax (6)

Max (12)

6.6 Conclusion

- The collective contributions of citizens, civil society and non-government organisations to the social and economic development of the country will improve the standard of living of the marginalised in the country ✓✓
- Work together with government and NGOs to improve economic and social development within the community. ✓✓
- Protect the environment by supporting sustainable methods. ✓✓
- Businesses can use their skills to educate community members. ✓✓
- Any other relevant conclusion related citizenship roles and responsibilities

Any (1 × 2) (2)

[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Rights and responsibilities of citizens	10	
Role of citizens in a country	12	
How businesses can contribute to the social and economic development of their communities	12	
Role that institutions can play in the social and economic development of communities	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

School-based assessment (SBA)

Term 3
Exemplar

GRADE 11

Business studies

NOVEMBER 202_

NOVEMBER PAPER 1: marking guidelines Marks: 150

SECTION A (COMPULSORY)

QUESTION 1

- 1.1.1 D✓✓
- 1.1.2 C✓✓
- 1.1.3 A✓✓
- 1.1.4 D✓✓
- 1.1.5 B✓✓ (5 × 2) (10)

- 1.2.1 natural✓✓
- 1.2.2 overhead✓✓
- 1.2.3 promotional✓✓
- 1.2.4 control✓✓
- 1.2.5 psychographics✓✓ (5 × 2) (10)

- 1.3.1 E✓✓
- 1.3.2 J✓✓
- 1.3.3 H✓✓
- 1.3.4 G✓✓
- 1.3.5 I✓✓ (5 × 2) (10)

TOTAL SECTION A: [30]

SECTION B

QUESTION 2: BUSINESS ENVIRONMENTS

- 2.1 Examples of contemporary legislation.
- Labour Relations act✓
 - Basic Conditions of Employment Act✓
 - The Compensation for occupational Injuries and Diseases Act✓
 - Skills Development Act✓

- Consumer Protection Act ✓
- National Credit Act ✓

NOTE: Mark the first TWO answers only

Max. (2)

2.2 Challenges of the micro - environment faced by Sebenza Enterprises

- 2.2.1 Lack of adequate management skills ✓✓
- 2.2.2 Lack of vision and mission ✓✓
- 2.2.3. Difficult employees ✓✓

(3 × 2) (6)

2.3 Types of lobbying.

Bargaining sessions between management and unions ✓✓

- These sessions enable employees to negotiate with employers as a group to protect employees' rights and prevent labour strikes. ✓
- Businesses make sure that their representatives are trained/skilled to negotiate on their behalf. ✓
- The purpose of bargaining sessions is to find a win-win situation for all parties.
- Management will try to convince the union to accept its proposal and the union will try to persuade management to accept their demands. ✓
- The outcome of a successful bargaining session can protect the business from the negative impact of strikes and loss in productivity. ✓
- Businesses need to be fair/transparent to establish trust and good communication with unions. ✓
- Any other relevant answer related to bargaining sessions between management and unions.

Heading	2
Explanation	1
Submax	3

Influencing supervisory body/regulators ✓✓

- There is a large number of supervisory bodies and regulators who operate in the business environment. ✓
- Businesses take an active role in professional bodies. ✓
- Through their membership/advocacy/submissions they may be able to influence changes to existing regulations. ✓
- Business managers are involved in debates and discussions that shape public policies. ✓
- Businesses influence and negotiate with these regulators to protect their sustainability. ✓
- It is in the best interest of businesses to adhere to the guidelines and restrictions of these bodies to stay in business. ✓
- Any other relevant answer related to influencing supervisory body/regulator.

Heading	2
Explanation	1
Submax	3

Max (6)

2.4.1 Strategic alliance agreements

Max (4)

- Strategic response refers to how businesses respond to challenges ✓ from both internal and external environments by putting proper plans in place. ✓
- Management needs to design strategic responses to various challenges ✓ by analysing all information, and identifying the stakeholders involved. ✓
- Businesses must have a clear understanding ✓ of each stakeholder's viewpoints and requirements. ✓
- Businesses need to be aware of new competitors in the market ✓ and be able to strategically respond to their existence. ✓
- Businesses must develop strategic plans ✓ to remain sustainable in a competitive market. ✓
- Effective strategic responses assist businesses ✓ to identify, minimise and eliminates challenges ✓
- Any other relevant answer related to strategic alliances.

Max (4)

2.4.2 Company representatives' influence

- This representative fulfills an important function✓ in trying to persuade investors to invest in particular business practices. ✓
- People will make decisions based on the company's image, personality✓, communication style, and power of persuasion. ✓
- Businesses must invest time and energy to recruit the right person for this job. ✓
- Any other relevant answer related to company's representative influence.

Max (4)

2.5 How to use hedging to fight inflation

- Hedging is a method that businesses use to try and reduce risk when they are unsure about possible price increases.✓
- Businesses use hedging to protect their financial investments by spreading the risk. ✓
- They can hedge against inflation by investing their surplus assets or money in investments with intrinsic value, for example, gold, oil, and property. ✓
- Businesses use hedging by buying bonds, shares, property, or buying precious metals like gold to protect capital from the effects of inflation. ✓
- Any other relevant answer related to hedging against inflation

Max (6)

2.6 Advantages of networking

- Businesses can attract new customers ✓resulting in increased market share and profitability. ✓
- Networking can be an excellent source✓ of new perspectives and business ideas. ✓
- Allows managers to build new business relationships ✓and generate new business opportunities. ✓
- Plays a role ✓in the marketing and expansion of a business. ✓
- Assists businesses✓ in making future business decisions. ✓
- Businesses can gain support ✓when representation to various authorities is planned. ✓
- Any other relevant answer related to the advantages of networking.

Max (4)

2.7 Ways to overcome competition in the market environment.

- The entrepreneur must ensure that the business produces unique or differentiated goods or services for the target market.✓✓
- Businesses need to provide more personalised services by being responsive to their customer's needs/wants. ✓✓
- Goods/services must be priced lower than competitor's goods/services in the market. ✓✓
- Businesses must produce high-quality goods/services that the customers might be interested in. ✓✓
- Entrepreneurs must create a positive image/publicity for their business by regularly undertaking developmental projects in their communities. ✓✓
- Businesses must improve on customer services and keep customers happy. ✓✓
- Businesses must create a positive outlook by regularly renovating their premises and improving their systems. ✓✓
- Businesses must undertake good marketing campaigns that will draw the attention of the target market. ✓✓
- Businesses must offer low-cost extras such as improved credit terms/loyalty schemes, and so on. ✓✓
- Businesses must ensure that they have well-trained and dedicated employees that create a better working atmosphere. ✓✓
- Any other relevant answer to ways in which businesses overcome competition in the market environment.

Max (8)

[40]

QUESTION 3: BUSINESS OPERATIONS

3.1 Meaning of advertising

- Advertising refers to paid messages of communication✓ from the business to members of the public and potential target market. ✓
- It is a marketing communication activity✓ in which the business pays for a space to promote its products and services. ✓
- Advertising can be described ✓as a paid form of non-personal marketing communication. ✓
- It allows the business to communicate✓ with many potential customers at the same time. ✓
- Advertising is aimed at reaching potential customers✓ who are most likely willing to purchase products and services from the business. ✓

- It is used to influence ✓ buying behaviour of customers. ✓
- Advertising creates awareness of the various products and services ✓ that are being offered by the business through creative positioning and using different advertising medium. ✓
- Any other answer related to the meaning of advertising.

Max (4)

3.2 Requirements of a good trademark

- Provide the name and address of the owner of the trademark. ✓✓
- State the entity type (individual or corporation) and your national citizenship. ✓✓
- Demonstrate actual use or a real intent to use the trademark in commerce. ✓✓
- Give a detailed description of the product. ✓✓
- Submit a drawing or specimen of the trademark. ✓✓
- Offer the date of the first use of the trademark ✓✓
- Any other relevant answer related to requirements of a good trademark.

NOTE: Mark first THREE only

Max (6)

3.3.1 Types of production systems in the scenario.

PRODUCTION SYSTEMS	MOTIVATIONS
Batch ✓✓	They ensure that one group of face cloths is finished before the next one is produced. ✓
Mass ✓✓	HP ensures that identical products that are produced in large quantities go through the same process. ✓
Submax (4)	Submax (2)

Max (6)

3.3.2 Precautionary measures taken when handling machinery.

- Every employee must be familiar ✓ with the safety procedures of the business. ✓
- Management must strive to develop a culture ✓ of safety in the workplace. ✓
- The business must ensure that all machinery and equipment ✓ are correctly installed and safe to use. ✓
- All the workers must be properly trained ✓ on how to use machinery and must be informed about the risks when using the machinery. ✓
- Regular safety checks must be carried out ✓, and machinery should be maintained and serviced regularly. ✓
- Workers need to wear protective clothing and gear ✓ including items like overalls, safety helmets, masks, heavy-duty safety boots, and welding goggles when working with machinery and equipment. ✓
- Hard hats should always be worn on construction sites ✓ by all persons on the site. ✓
- Any other relevant answer related to precautionary measures taken when handling machinery.

Max (6)

3.4 Purpose of induction as an activity of the human resource function.

- New employees are introduced to management and colleagues ✓ so that
- workplace relationships may be established at different levels. ✓
- New employees are welcomed by introducing them ✓ to their physical workspace. ✓
- A tour, layout of the building maps, and other general information ✓ should be given to new employees on arrival. ✓
- Ensure that new employees are aware of and familiar with ✓ the organisational structure and who they report to. ✓
- Allowances should be made for questions from new employees ✓ so that they may be put at ease and so that their anxiety levels may be reduced. ✓
- To ensure that the employees settle into their work environment ✓ and become industrious as soon as possible. ✓
- Any other relevant answer related to the purpose of induction as a human resource activity.

Max (6)

3.5 Reasons why manufacturers may prefer to make use of indirect distribution method

- The experienced agents deal with customers ✓, which allow businesses to focus on core issues. ✓
- Transportation and storage ✓ are taken care of by intermediaries. ✓
- There is no need to hire ✓ specialised staff to do sales complains. ✓
- They do not ✓ have to deal with customer complaints. ✓
- They enjoy the benefits ✓ of bulk orders from wholesalers. ✓
- Better market coverage ✓ is achieved. ✓

- Intermediaries ✓ understand how the market operates. ✓
- Consumers are often spread across the country ✓, distribution needs to be widespread as well. ✓
- Direct distribution ✓ requires a large investment in advertising ✓
- Intermediaries sometimes provide credit to consumers ✓, which will help attract more consumers. ✓
- Any other relevant answer related to reasons why manufacturers may prefer to make use of indirect distribution method.

Max (6)

3.6.1 Placement ✓✓

(2)

3.6.2 Steps of placement procedure.

- The employer should stipulate the responsibilities and expectations of the new position for the employee. ✓✓
- Matching the expectation of the position and the competency and ability of the employee needs to be done by the employer. ✓✓
- Any other relevant answer related to the steps of the placement procedure.

Max (4)

[40]

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS ENVIRONMENTS

4.1 Projects undertaken by businesses as part of social responsibility

- Social development programmes ✓
- Community upliftment programmes ✓
- Recycling or re-using scarce resources ✓
- Donations to charity organisations ✓
- Education on HIV/AIDS awareness programmes ✓

NOTE: Mark the first TWO answers only.

Max (2)

4.2.1

SOCIO-ECONOMIC ISSUES	MOTIVATIONS
Illiteracy ✓✓	BT cannot find suitable people to occupy vacant positions as many of them cannot read and write ✓
Dumping ✓✓	Some of their products enter South Africa from other countries at a price that is cheaper than the normal value of the goods ✓
Submax (4)	Submax (2)

NOTE: No marks must be awarded for motivation if the socio-economic issue was incorrectly identified.

Max (6)

4.2.2 Negative impact of socio-economic issues identified in question 4.4.1

Negative impact of illiteracy

- Businesses may find it difficult ✓ to enter into written contracts with illiterate individuals. ✓
- Little to no literacy skills ✓ puts people at a disadvantage when trying to find employment or when trying to learn a new skill. ✓
- High levels of illiteracy ✓ in communities may force businesses to contribute towards educational programmes to minimise its impact. ✓
- There is a strong link between unemployment and illiteracy ✓ as businesses cannot employ people who cannot read or write. ✓
- Any other relevant answer related to negative impact of illiteracy.

OR

Negative impact of Dumping

- Local businesses lose profits ✓ as they cannot compete with cheaper prices. ✓
- They may also lose income ✓ and be forced to close their operations. ✓
- This may lead to a decrease ✓ in local production and a loss of jobs. ✓

- It is not possible for local businesses✓ to manufacture the same products at an equal or lower price. ✓
- Any other relevant answer related to negative impact of dumping.

NOTE: Mark the FIRST answer only

Max (6)

4.3 Reasons why businesses lobby

- Businesses or people lobby or change laws✓ like child labour laws, clean air and water laws and municipal regulations. ✓
- The views of lobby groups are important✓ and make a difference by giving solutions to business challenges. ✓
- Lobbying advances✓ what the business must deliver on and builds public trust. ✓
- Lobbying helps to find solutions ✓to emerging generic challenges. ✓
- Lobbying advances a cause✓ and builds public trust. ✓
- Any other relevant answer related to reasons why businesses lobby.

Max (6)

BUSINESS OPERATIONS

4.4 Meaning of publicity.

- Publicity can be described as a free form of non-personal communication✓ that a business and its brand/products/ services can receive through various forms of mass media. ✓
- Publicity creates public awareness of the business,✓ its brand/products/services through media coverage/other forms of communication. ✓
- It refers to unpaid communication in the mass media✓ about the business and its operations/activities/brand/ products/services. ✓
- Publicists help manage the publicity of the business✓ to increase positive publicity and reduce/minimizing/ effectively responding to negative coverage. ✓
- It is a form of mass communication that is not paid for by the business ✓and involves gaining/getting favourable responses from customers/consumers✓ through the placement of commercially significant news in the mass media. ✓
- Publicity is not paid for by the business ✓and comes from reporters/columnists/ journalists and other members of the press/media. ✓
- It is often considered✓ to be part of the public relations of the business. ✓
- Publicity places the business in the eyes/in front of the public/media outlets ✓for the business to showcase its operations/activities/brand/products and services. ✓
- Publicity is vital/important because it helps the business increase awareness/visibility✓ while establishing a worthwhile business from which to purchase products/services. ✓
- Publicity provides/gives the authority of an independent voice,✓ as the business cannot control the message provided about the business from members of the press/media. ✓
- Any other relevant answer related to meaning of publicity.

Max.(4)

4.5 Purpose of sales promotion

- Increase and improve the number of products and services sold to customers and increase the sales of products of the business. ✓✓
- Inform existing/new potential customers about the products and services of the business. ✓✓
- Build long-lasting relationships with customers. ✓✓
- Persuade immediate purchases with potential customers. ✓✓
- Determine which sales promotion methods work the best at reaching the target market. ✓✓
- Provide customers with products and services equal to the value promoted in marketing communication. ✓✓
- Remind the target market about current and new products and the availability thereof. ✓✓
- Reconnect with the existing target market. ✓✓
- Improve overall brand awareness of the business with existing and new potential customers. ✓✓
- Improve customer loyalty with existing and new potential consumers. ✓✓
- Activate dormant customers to purchase products and services. ✓✓
- Any other relevant answer related to purpose of sales promotion.

Max (6)

4.6.1 Methods of remuneration applicable to Josh and Danny.

METHODS OF REMUNERATION	MOTIVATIONS
Josh: Time related ✓✓	Josh is remunerated according to the number of hours spent at work ✓
Danny: Piece Meal ✓✓	Danny according to the number of rings and bracelets that he makes. ✓
Submax (4)	Submax (2)

Max (6)

4.6.2 Advantages of production planning

- Planning allows businesses to ensure that every machine and worker is used to their full capacity and not left with nothing to do. ✓✓
- A business can ensure that it has the correct number of supplies and stock at a given time. ✓✓
- Planning reduces wastage and unnecessary storage costs. ✓✓
- Planning will prevent time from being wasted and will increase the number of final products. ✓✓
- The planning process involves quality checks, ensures that the correct quality is reached, and that production time is decreased. ✓✓
- Any other relevant answer related to the advantages of production planning.

Max. (4)

[40]

TOTAL SECTION B: [80]

SECTION C

QUESTION 5: BUSINESS ENVIRONMENTS

5.1 Introduction

- Industrial action refers to action undertaken by employees to protest employment issues. ✓
- The Labour Relations Act makes certain provisions in terms of industrial actions and lockouts. ✓
- A trade union needs to be registered with the Registrar of Labour Relations. ✓
- Labour relations involve three parties, i.e., employer, employee, and government. ✓
- Any other relevant answer related to industrial action.

Any(2x1) (2)

5.2 The purpose of the Labour Relations Act.

- The act provides the structure for governing the relations between an employer and their employees. ✓✓
- It encourages collective bargaining processes to take place in the workplace. ✓✓
- It also encourages the establishment of workplace forums to support employees in decision making. ✓✓
- The act further encourages fair labour practices between the employer and its employees. ✓✓
- It makes provision for the establishment of the Labour and Labour Appeal
- Courts and allows for the establishment of the Commission for Conciliation, Mediation and Arbitration (CCMA) for dispute resolutions. ✓✓
- The transfer of employment contracts between the existing and new employers are explained. ✓✓
- Any other relevant answer related to the purpose of the labour relations act.

Max (12)

5.3 Types of industrial actions

Go slow ✓✓

- Work or progress is deliberately delayed ✓ or slowed down as a form of protest. ✓
- The goal is to reduce ✓ business productivity or efficiency. ✓
- It is often used by essential services ✓ where strikes are not allowed. ✓
- Any other relevant answer related to go slow as types of industrial action.

Sub max (7)

Lockouts ✓✓

- It occurs when the employer prevents striking employees ✓ from entering the business premises. ✓
- When businesses comply with the LRA, ✓ the lockout is regarded as legal. ✓
- When the employer intends to use this form of action, ✓ employees need to be noticed 48 hours in advance in writing. ✓

- Employers may resort to the lockout clause to ensure ✓ that their property and workers are safe. ✓
- Any other relevant answer related to lockouts as types of industrial action.

Sub max (7)
Max (14)

5.4 Negative impact of strikes on businesses

- Strike actions have a potential of jeopardising relations ✓ between the employer and employees. ✓
- It also affects teamwork in the workplace ✓ where not all workers are in support of the action. ✓
- Businesses suffer financial losses ✓ due to low levels of productivity. ✓
- Consumer confidence is negatively affected ✓ if work deadline is not met in the business. ✓
- Any other relevant answer related to the negative impact of strikes on businesses.

Max (8)

5.5 Functions of trade unions.

- They represent employees to defend them against discrimination and abuse in the workplace. ✓✓
- They empower employees about their rights in the workplace and how to apply these rights. ✓✓
- They represent employees in meetings with their employers when they face workplace grievances and disputes. ✓✓
- They negotiate good working conditions, salary or wages and benefits for employees with the employer to improve the standard of living of workers. ✓✓
- Employees are protected from unfair dismissals and labour practices. ✓✓
- They may take legal action on behalf of their members when necessary. ✓✓
- Any other relevant answer related to the functions of trade unions.

Max (12)

5.6 Conclusion

- The Labour Relations Act regulates the organisational rights of trade unions and promotes and facilitates collective bargaining. ✓✓
- The Labour Relations Act requires agreement through sound labour relations between trade unions and employer organisations. ✓✓
- A trade union is formed to protect employed members' democratic rights and to ensure predetermined standard of living. ✓✓
- Any other relevant conclusion related to industrial relations.

Any (1x2) (2)
[40]

QUESTION 5: Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
5.1 Introduction	2	Max 32
5.2 Purpose of the Labour Relations Act	12	
5.3 Types of industrial action	14	
5.4 Impact of strikes	8	
5.5 Functions of trade unions	12	
5.6 Conclusion	2	
INSIGHT		
Layout	2	8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if some requirements are met.
Allocate 0 marks where requirements are not met at all.

OR

QUESTION 6: BUSINESS OPERATIONS

6.1 Introduction

- The human resources (HR) manager should select and appoint employees who are appropriately skilled and competent. ✓
- The HR manager will determine which is the most suitable recruitment method to use when advertising the organisations vacant post to solicit applications from the most suitable candidates. ✓
- If the interview process is correctly done, the HR manager should be able to appoint the best candidate for the post. ✓
- Any other relevant answer related to the human resources function.

Any (2x1) (2)

6.2 Recruitment procedure

- The recruitment procedures commence with the preparation of a job analysis, which includes specifying a job description and job specification. ✓✓
- The job description is prepared by the human resources manager (HRM) to identify the recruitment needs of the business. ✓✓
- In order to attract suitable applicants to the business, the HRM specifies the requirements and key performance areas of the vacancy in the job specification. ✓✓
- The HRM then decides on the method of recruitment that will be used by the business to ensure that the most suitable candidate is found for the vacant position. ✓✓
- Either internal or external recruitment may be selected. ✓✓
- Should the business not find a suitable candidate through internal recruitment, the HRM will prepare to recruit a suitable incumbent through external recruitment. ✓✓
- The appropriate recruitment source will be determined for external recruitment and the HRM will prepare the advertisement for employment, which will be placed in the selected media to ensure that suitable candidates apply for the vacancy. ✓✓
- Any other relevant answer related to the recruitment procedure.

Max (8)

6.3 The selection procedure as human resource activity

- Applications forms/curriculum vitae and certified copies ✓ of personal documents/IDs/proof of qualification are received. ✓
- Screen/Determine which applicants meet the minimum job requirements ✓ and separate these from the rest. ✓
- Preliminary interviews are conducted ✓ if many suitable applications were received. ✓
- Reference checking take place ✓ to verify the information on the CV. ✓
- Compile a shortlist ✓ of potential candidates identified. ✓
- Shortlisted candidates may be subjected ✓ to various types of selection tests. ✓
- Invite shortlisted candidates(one tick) for interview. ✓
- A written offer of employment is made(one tick) to the candidate selected after the interview process. ✓
- Any other relevant answer related to the selection procedure.

Max (14)

6.4 The role of the interviewer during the interview.

- Ensure that each candidate ✓ should be allocated the same amount of time for their interviews. ✓
- Ensure that members of the interviewing panel ✓ should be introduced to the interviewee at the commencement of the interview.
- Make the interviewee ✓ feel at ease ✓
- Explain the purpose of the interview ✓ to the interviewee and interview panel at the start of the interview. ✓
- Record the interview responses of the interviewees ✓ for future reference or if disputes occur. ✓
- Ensure that the interviewee ✓ should not be misled or be misinformed deliberately. ✓
- Provide an opportunity for the interviewee ✓ to ask questions. ✓
- Conclude the interview ✓ by thanking the interviewee for attending the interview. ✓
- Any other relevant answer related to the role of the interviewer

Max (14)

6.5 The implications of the Employment Equity Act for the human resources function.

- Businesses should ensure that equal opportunities are encouraged and promoted in the workplace. ✓✓
- Businesses should try to promote workplace diversity through affirmative action. ✓✓
- Businesses should compile employment equity plans indicating how affirmative action will be implemented in the workplace. ✓✓
- To ensure that the employment equity plan will be implemented and monitored regularly, a manager should be appointed by the business. ✓✓
- Businesses should report to the Department of Labour on the progress of the implementation of the equity plan. ✓✓
- Any other relevant answer related to the implications of the EEA for HR.

Max (10)

6.6 Conclusion

- For businesses to achieve their goals and objectives they need to ensure that all candidates appointed are suitably skilled and competent. ✓
- The correct recruitment method used will invite the most deserving and suitable candidates to apply for vacant posts in the business. ✓
- A well-run interview process will lead to the appointment of the most suitable candidate for the post. ✓
- Any other relevant answer related to the human resource function

Any (1 × 2) (2)

[40]

QUESTION 6: Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
6.1 Introduction	2	Max 32
6.2 Difference between internal and external recruitment	8	
6.3 Selection procedure	14	
6.4 Role of the interviewer during interview	14	
6.5 Implications of EE on HR function	10	
6.6 Conclusion	2	
INSIGHT		
Layout	2	8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: [40]

GRAND TOTAL: 150

School-based assessment (SBA)

Term 3
Exemplar

GRADE 11

Business studies

NOVEMBER 202_

NOVEMBER PAPER 2: marking guidelines Marks: 150

SECTION A (COMPULSORY)

QUESTION 1

1.1.1 D✓✓

1.1.2 D✓✓

1.1.3 B✓✓

1.1.4 C✓✓

1.1.5 D✓✓

(5 × 2) (10)

1.2.1 problem solving✓✓

1.2.2 organisational culture✓✓

1.2.3 royalties✓

1.2.4 flyer✓✓

1.2.5 secondary✓✓

(5 × 2) (10)

1.3.1 I✓✓

1.3.2 E✓✓

1.3.3 A✓✓

1.3.4 F✓✓

1.3.5 D✓✓

(5 × 2) (10)

TOTAL SECTION A: [30]

SECTION B

QUESTION 2 BUSINESS VENTURES

2.1 Aspects that must be included in the prospectus

- Name of the company✓
- Company overview, including the vision, mission, and goals of a business✓
- Product or service portfolio✓
- Market analysis and strategy✓
- Management team✓

- The risks and potential of the business✓
- Available financial and share information✓
- Company’s assets and liabilities✓
- Financial position✓
- Profits and losses✓
- Cash flow✓
- Prospects for growth✓
- Pre–incorporation contracts✓
- that have been signed✓
- Date of registration of the prospectus✓
- The minimum subscription✓
- Purpose of the offer✓
- Share capital✓
- Shares issued✓
- Property owned✓
- Preliminary expenses✓
- Any other relevant answer related to prospectus.

NOTE: Mark the first FIVE only.

Any (5 × 1) (5)

2.2 Contractual implications of the lease agreement

Leasing

- the right to occupy an asset, for example, a property.✓✓
- the right to use the asset, for example, a delivery van.✓✓
- the responsibility to keep the asset in good order or condition.✓✓
- the responsibility of paying fees or rent on time.✓✓
- not making any alterations or changes without the consent of the lessor.✓✓
- where an asset needs to be insured, the lease agreement must stipulate it. ✓✓

Max (6)

2.3.1 They listed the tasks to be performed. ✓

They also decided on the deadline for each activity. ✓

Kaley and Sive always check the progress made regularly. ✓

(3 × 1) (3)

2.3.2 Steps to follow when drawing up an action plan

1. Know✓ where you want to go. ✓
 2. Create✓ measurable goals. ✓
 3. List the tasks✓ to be performed. ✓
 4. Divide the big tasks✓ into smaller more manageable tasks. List the tasks. ✓
 5. Decide on deadlines✓ for every activity. ✓
 6. Create a virtual representation✓ of the action plan. ✓
 7. Regularly check✓ the progress. ✓
- Any other relevant answer.

Max (4)

2.4 Reasons why entrepreneurs choose to purchase an existing business

- An established business should not take up too much time to set up✓ as all requirements needed to run the business is already in place.✓
- An established business should have an existing customer base✓ because people are creatures of habit. ✓
- The market research has already been done for an existing business✓, so the new owner can use that information to inform any future plans.✓
- If you purchase an existing business the owner may often be willing to stay on for an agreed amount of time✓ to mentor and guide the incoming owner. ✓
- An existing business already has customers and continued cash flow✓. By comparison, a start-up can take a long time to attract new customers and become cash positive.✓
- Many existing companies have three or more years of profitable financials that makes it easier to secure financing✓ either from a traditional bank, government organisation, or venture capitalist.✓

- Having trained staff in place✓ can ensure a smooth transfer and contribute to the success of the business. ✓
- When an entrepreneur buys an existing business✓, it can increase its market position.✓
- Any other relevant answer related to the reasons why entrepreneurs choose to purchase an existing business.

Max (6)

2.5.1 TWO aspects that KSS considered when initiating a business

ASPECT OF INITIATING A BUSINESS	MOTIVATIONS
Operations ✓✓	They decreased costs and increase outputs to maximise profits. ✓
Strategy ✓✓	They also want to present their business information to various stakeholders. ✓
Submax (4)	Submax (2)

NOTE: Do not award marks for motivation if the aspects were incorrectly identified.

Max (6)

2.5.2 The importance of presenting business information

- Business information provides management with information/data regarding important markets. ✓✓
- Enables businesses to identify opportunities and threats in the market. ✓✓
- Allows management to develop new strategies in order to overcome competition in the market. ✓✓
- Enables businesses to share their financial performance with internal and external stakeholders. ✓✓
- Attracts and retains investors and improves the image of the business. ✓✓
- Employees are informed about the business operations and the required performance. ✓✓
- Increases sales and profitability. ✓✓
- Any other relevant answer.

Max (4)

2.6 Benefits of establishing a company versus other forms of ownership

- Compared to sole proprietorships and partnerships, starting a company✓ is a complicated process. ✓
- A sole trader or partners in a partnership can✓ just start doing business. ✓
- Companies need to be registered✓ through the Companies and Intellectual Property Commission (CIPC).✓
- Companies also have✓ continuity of existence. ✓
- Members of the public✓ are invited to buy securities in a public company. ✓
- This enables companies to raise more capital✓ than any other form of ownership.✓

Max (6)

QUESTION 3 BUSINESS ROLES

3.1 Meaning of creative thinking

- Creative thinking is a process is used to come up with new ideas to solve problems ✓ in a way that is unusual and different from how things had been done before.✓
- This results in exploring innovative ideas ✓ and different ways of doing things in order to obtain better results. ✓
- Any other relevant answer to creative thinking and problem solving

Max (2)

3.2 Problem-solving techniques

3.2.1 Force Field Analysis✓✓

3.2.2 Delphi Technique✓✓

(2 × 2) (4)

3.3 Apply ONE of the problem-solving techniques identified in QUESTION 3.2

Delphi Technique application

- Businesses should invite a panel of experts to study the complaints from customers. ✓✓
- Experts do not have to be in the same place and will be contacted individually. ✓✓
- A questionnaire consisting of questions on how to improve the quality of products or services must be designed and distributed to the panel members and experts. ✓✓
- The panel should respond to the questionnaire individually to suggest improvements to the products and then return them to businesses. ✓✓
- The responses from the experts must be summarised in a feedback report ✓✓
- The feedback report and a second set of questions or questionnaires based on the feedback report must be sent to the panel members. ✓✓

- The panel members are requested to provide further input or ideas on how to improve the quality of products or services after they have studied the results and documentation. ✓✓
- A third questionnaire based on previous feedback from the second round is distributed to panel members and experts. ✓✓
- A final summary or feedback report with all the methods to improve the quality of products or services is prepared. ✓✓
- After consensus has been reached the best solution is chosen. ✓✓

OR

Application of Force Field Analysis

- The current situation or problem and the desired situation or solution are described. ✓✓
- Identify what is going to happen if there is no action taken. ✓✓
- All the driving forces and restraining forces that will support and resist change must be listed.
- The key restraining forces and their strengths should be discussed. ✓✓
- The key driving forces and their strengths should be discussed. ✓✓
- A score is allocated to each force using a numerical scale, where 1 is weak and 5 is strong. ✓✓
- The positives and negatives are evaluated before deciding if the project is viable. ✓✓
- Choose the force with the highest score as the solution to the problem. ✓✓
- The restraining forces should be analysed to determine the best way of moving forward with them. ✓✓
- Identify priorities and develop an action plan. ✓✓
- Any other relevant answer related to the application of Force field analysis.

Max (6)

3.4 Advantage of creative thinking in the workplace

- Creative thinking will lead to improved participation of staff members✓ and new ideas being created.✓
- Unique strategies introduced in the business✓ may result in a competitive advantage over other businesses. ✓
- It will lead to solving ✓difficult and intricate problems. ✓
- As management and employees will introduce and create many ideas saving time and money for the business, ✓ productivity will increase. ✓
- Managers and employees will demonstrate✓ more confidence as they fulfill their potential. ✓
- As change and changes in the business is managed positively✓, managers will be inspired to lead their teams more efficiently. ✓
- Because of a more collaborative manner of working✓ and a change in attitude, managers and employees will apply their knowledge to any tasks that they do. ✓
- Both managers and employees will feel that they have contributed ✓towards problem-solving. ✓
- Motivation amongst staff members ✓will be improved. ✓
- Staff will not oppose the process✓ if they have been part of the process and have given inputs. ✓
- Staff and managers will feel that they have achieved✓ something and maintain their positivity. ✓
- Creative thinking will ensure that managers and employees✓ stay abreast of the latest developments with changing technology. ✓
- Employee and manager resourcefulness may be stimulated ✓as they are challenged to work outside of their comfort zones. ✓
- New inventions which will lead to the improvement of the general standard of living,✓ which in turn will result in increased creativity. ✓

Max (6)

3.5.1 Causes of stress in the workplace for Carmine

- Long hours✓
- Tight deadlines✓
- Heavy workload✓
- Conflict with fellow staff members

NOTE: Mark first THREE only.

(3 × 1) (3)

3.5.2 Meaning of stress

- Stress can be defined as a mental state or emotional strain ✓ resulting from negative or demanding circumstances. ✓
- The strain that an individual ✓ is placed under can affect their ability to remember things/information, or their attention span and overall efficiency in the workplace. ✓
- Stress is the response of a person’s body ✓ to anything that requires more action or work from an individual than normal. ✓

Max (4)

3.5.3 Important to manage stress in the workplace

- If stress is not managed effectively, it can result in absenteeism ✓, poor performance of staff, conflict, grievances and complaints, amongst other things. ✓
- Stressed employees are more likely to miss work ✓ because they cannot cope, or because of serious health problems. ✓
- Managing workplace stress will minimise absenteeism ✓ and maintain productivity in the workplace. ✓
- Workers who suffer from stress often make poor decisions ✓ and errors of judgement in times of crisis, and this could result in unforeseen emergencies. ✓
- Grievances or complaints that lead to staff turnover ✓ can be addressed if stress is well–managed. ✓
- Conflict and interpersonal problems can be avoided if stress ✓ is managed at the workplace. ✓
- Having stressed and tired employees serving the public ✓ may lead to poor service and unhappy customers but this could be avoided/corrected through the management of stress. ✓
- Stressed employees are more likely to cling to the old ways of doing things ✓ by resisting change, but this can be managed through proper management of stress. ✓
- Constant stress can cause many problems for a business ✓ since it can become an unhealthy working environment. ✓
- Too much stress can become a barrier to success ✓ and lower the performance of employees. ✓
- Any other relevant answer related to the importance of stress management.

Max (6)

3.6 Stages of team development)

Stage 1

Forming ✓✓

- The first stage is when team members get to know each other. ✓
- Team members are aware of themselves. ✓
- Team members show good behaviour as they are new to the group. ✓
- Team members plan their work and new roles. ✓

Heading	2
Decription	1
Submax	3

Stage 2

Storming ✓✓

- The storming phase is often characterised by conflict. ✓
- Team members show their true character. ✓
- Team members actively engage in the tasks at hand. ✓

Heading	2
Decription	1
Submax	3

Stage 3

Norming ✓✓

- Team members start helping each other and there is less conflict. ✓
- Team members are motivated and take pride in their work. ✓
- The team becomes better at solving problems. ✓
- The norming stage usually lasts between 4 – 12 months.

Heading	2
Decription	1
Submax	3

Stage 4

Performing ✓✓

- Team members start to settle down.
- Team members start to accept and trust one another. ✓
- Team members are confident, motivated, and trust each other. ✓
- Team members agree on ground rules. ✓
- Any other relevant answer related to performing.

Heading	2
Description	1
Submax	3

Stage 5

Mourning or adjournment ✓✓

- When a team completed a project and the team breaks up. ✓
- Recognition for achievements and a process of team members saying goodbye. ✓
- Any other relevant answer related to mourning or adjournment.

Heading	2
Description	1
Submax	3

NOTE: Please mark first TWO only.

Max (6)
[40]

QUESTION 4 MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 Meaning of the Memorandum of incorporation

- MOI serves as the constitution ✓ of a company. ✓
- Companies are governed according to the rules ✓ stated in the MOI. ✓
- MOI includes ✓ information about a company's name, registered office and records. ✓
- MOI describes the relationship ✓ between the business and its stakeholders. ✓
- MOI describes ✓ the rights, responsibilities, and duties of the shareholders and directors. ✓
- MOI provides details ✓ about incorporation, the number of directors, and the share capital. ✓

Max (4)

4.2.1 Public company ✓✓

(2)

4.2.2 Partnership ✓✓

(2)

4.2.3 Sole Trade/Proprietor ✓✓

(2)

4.3 Advantages of the form of ownership identified in QUESTION 4.2.1

- The business has its own legal identity ✓ and can own assets and property. ✓
- No limitation on the number of shareholders, ✓ so growth and expansion is not limited. ✓
- Competent and knowledgeable directors ✓ may be appointed by shareholders. ✓
- Easy to raise large amounts of capital ✓ for growth through the issuing of shares to the public. ✓
- Shareholders have a limited liability ✓ for the debt of the company. ✓
- Shareholders may only lose ✓ the amount which they invested. ✓
- Buy and sell ✓ shares freely. ✓
- Attracts small investor as shares ✓ can be transferred freely and easily. ✓
- Shareholders can sell or transfer ✓ their shares freely. ✓
- The public has access to the information ✓ as financial reports must be published annually. ✓
- This could motivate the public ✓ to buy shares from a company. ✓
- Strict regulatory requirements ✓ protect shareholders. ✓
- Additional capital can be raised ✓ by issuing debentures to the public. ✓

- The company keeps its shareholders regularly informed ✓ about its performance, share values and future. ✓
- Any other relevant answer.

Max (4)

4.4 Any TWO sources of funding

Venture capital ✓✓

- The credit provider of this funding will give money for the start-up of the business ✓ in exchange for a share in the business. ✓ Sometimes the venture capitalist also requests a portion in the management ✓ of the company, or a position on the board of directors. ✓
- Any other relevant answer related to venture capital.

Heading	2
Discussion	1
Submax	3

Angel funding ✓✓

- Sometimes a wealthy entrepreneur ✓ offers financial help in exchange for a share in the business. ✓
- Any other relevant answer related to angel funding.

Heading	2
Discussion	1
Submax	3

Bank loans ✓✓

- Businesses may borrow money ✓ from the bank. ✓ If funding is approved for a loan, ✓ a specific amount, time, and interest rate will be agreed to. ✓
- Any other relevant answer related to bank loans.

Heading	2
Discussion	1
Submax	3

Bank overdraft ✓✓

- With this type of funding the bank ✓ will allow a customer/business to draw more than what is deposited in their bank account. ✓ The bank will set a limit ✓ on the amount that can be withdrawn from the account. ✓
- Any other relevant answer related to bank overdraft.

Heading	2
Discussion	1
Submax	3

Trade credit ✓✓

- Suppliers normally afford between one and three months ✓ to businesses to settle their debts. ✓ During this period, businesses can sell products or fabricate ✓ new products in order to pay off their debts. ✓
- Any other relevant answer related to trade credit.

Heading	2
Discussion	1
Submax	3

Equity capital ✓✓

- The capital that is contributed by the owner of a business ✓ is known as the owner's interest. ✓ When the owner puts additional funds in the business, ✓ his/her equity increases. ✓ The higher the owner's interest, ✓ the higher the potential of profit. ✓ This will encourage greater commitment ✓ from the owner. ✓
- Any other relevant answer related to debt capital.

Heading	2
Discussion	1
Submax	3

Debt capital ✓✓

- If a business needs to borrow funds, ✓ it is known as debt capital. ✓ The business must show the ratio ✓ between equity capital and debt capital in its business plan in order to remain solvent at all times. ✓
- Any other relevant answer related to debt capital.

Heading	2
Discussion	1
Submax	3

Leasing and hire purchase ✓✓

- Businesses can lease ✓ certain assets from a supplier instead of buying them. ✓ In the contract, the fixed amount of the monthly premium ✓ must be specified. ✓
- Any other relevant answer related to leasing and hire purchase.

Heading	2
Discussion	1
Submax	3

Grants ✓✓

- If a business qualifies for government support ✓ to get started, it will get funding from the government. ✓
- Any other relevant answer.
- Any other relevant answer related to grants.

Heading	2
Discussion	1
Submax	3

Max (6)

NOTE: Mark the first two sources of funding only.

4.5 Causes of conflict in the workplace

- Lack of proper communication between leaders and members. ✓
- Differences in backgrounds, cultures, values, beliefs, and language. ✓
- Limited business resources. ✓
- Different goals, objectives for groups and individuals. ✓
- Unfair workload among the employees. ✓
- Personality differences between groups and individuals. ✓
- Different opinions and priorities between the employees. ✓
- Non-managed stress can cause unhappiness and lead to more stress. ✓
- Poor organisation, leadership, and administrative procedures and systems. ✓
- Confusion about scheduling and deadlines. ✓
- Ignoring rules and procedures. ✓
- Misconduct and unacceptable behaviour. ✓
- Competitiveness and unrealistic expectations. ✓
- Lack of clarity in roles and responsibilities. ✓
- Constant changes in the workplace. ✓
- Unfair treatment of workers or favouritism by management. ✓
- Lack of trust among workers. ✓
- Different attitudes, values, or beliefs. ✓
- Disagreements about needs, goals, priorities, and interests. ✓
- Inconsistency in leadership decisions. ✓
- Lack of information needed to do jobs properly. ✓
- Stereotyping and prejudging. ✓
- Lack of teamwork between the employees. ✓

NOTE: Mark the first four causes only.

(4 × 1) (4)

- 4.6.1 Common good approach ✓✓ (2)
- 4.6.2 Right's approach ✓✓ (2)

4.7 Rights and responsibilities of citizens

Professionalism	Ethics
1. Freedom of speech and expression	<ul style="list-style-type: none"> Avoid hate speech, spreading lies and insult others ✓✓ Any other relevant answer related to responsibility towards freedom of speech and expression <p style="text-align: right;">Submax (2)</p>
2. Right to respect and dignity	<ul style="list-style-type: none"> Treat people with respect and dignity including greeting them warmly and speaking to them courteously. ✓✓ Any other relevant answer related to responsibilities towards fight to respect and dignity. <p style="text-align: right;">Submax (2)</p>
3. Freedom of thought and religion	<ul style="list-style-type: none"> Respect beliefs and opinions of others, and their right to express these. ✓✓ Even when you may strongly disagree with these beliefs and opinions. ✓✓ Any other relevant answer related to responsibilities towards freedom of thought and religion <p style="text-align: right;">Submax (2)</p>

Max (6)

4.8 The functions of trade unions.

- They represent employees to defend them against discrimination and abuse in the workplace. ✓✓
- They empower employees about their rights in the workplace and how to apply these rights. ✓✓
- They represent employees in meetings with their employers when they face workplace grievances and disputes. ✓✓
- They negotiate good working conditions, salary or wages and benefits for employees with the employer to improve the standard of living of workers. ✓✓
- Employees are protected from unfair dismissals and labour practices. ✓✓
- They may take legal action on behalf of their members when necessary. ✓✓
- Any other relevant answer.

Max (6)

[40]

TOTAL SECTION B: [80]

SECTION C

QUESTION 5 BUSINESS VENTURES

5.1 Introduction

- Presentations to directors or other role players will focus on the verbal presentation. ✓
- It is important to choose the most effective visual aid to convey important information to the audience. ✓
- For a presentation to be effective the outcome must be achieved. ✓
- The effective use of visual aids and good presentation skills will enhance any business presentation. ✓
- Any other relevant answer related to the presentation of business information.

Any (2 × 1) (2)

5.2 Differences between a verbal and non-verbal presentation.

Verbal presentation	Non-verbal presentation
A verbal presentation refers to the use of speech ✓ by the presenter to convey a message to stakeholders. ✓	A non-verbal presentation refers to the use of written words ✓ to convey a message to stakeholders. ✓
Examples of verbal presentations include:	Examples of non-verbal presentations include:
<ul style="list-style-type: none"> – Oral presentations ✓ – Recorded presentations ✓ – Question and answer sessions ✓ 	<ul style="list-style-type: none"> – Business reports ✓ – Questionnaires ✓ – Financial Reports ✓ – Brochures ✓ – Handouts ✓
Any other relevant answer related to the meaning of verbal presentations	Any other relevant answer related to the meaning of non-verbal presentations
Submax (4)	Submax (4)

Max (8)

NOTE: 1. The answer does not have to be in tabular form.

2. The distinction does not have to link but must be clear.

3. Award a maximum of FOUR (4) marks if the distinction is not clear/Mark either decision making or problem solving.

5.3 Factors to consider when preparing for a presentation:

- Be clear ✓ about the purpose of the presentation ✓
- Write down an outline ✓ of important information you want to share with the audience ✓
- Ensure the main aim of the presentation ✓ is captured in the opening statement. ✓
- Familiarise yourself with the content of the presentation ✓ to ensure a smooth flow of the presentation ✓
- Be familiar with the background of the audience ✓ so that the presentation speaks to their area of interest. ✓
- Include simple language ✓ in the presentation ✓
- Formulate a rough draft of the presentation ✓ which include yourself introduction, body and conclusion. ✓
- Summarize the main facts of the presentation and summary ✓ and link it with the original purpose of the presentation ✓
- Include visual aids ✓ which will enhance your presentation.
- Practice the delivery of the presentation ✓ to ensure you do not exceed the allocated time ✓
- Prepare yourself ✓ for questions from the audience after the presentation ✓
- Any other relevant answer related to factors to consider when preparing for a presentation.

Max (14)

5.4 Visual aids to enhance presentations

5.4.1 Transparencies

- Summarise the text ✓ that will be included in the transparency. ✓
- Keep the information on the transparency ✓ short and simple. ✓
- Refrain from using full sentences, ✓ include only key concepts. ✓
- Choose a font and size ✓ that will be easy to read. ✓
- Choose contrasting colours ✓ for the transparency. ✓
- Ensure that the transparency ✓ includes sufficient white space. ✓
- Any other relevant answer relating to transparencies.

5.4.2 Handouts

- Handouts are written copies ✓ of a presentation. ✓
- The content of multiple slides ✓ of the presentation is displayed on single or multiple pages. ✓
- Handouts must compliment ✓ the presentation using summarised notes. ✓
- Any other relevant answer related to handouts as visual aids

Max (14)

5.5 How to handle feedback after a presentation in a non-aggressive and professional manner

- Listen to each question carefully and ensure that you interpret the question correctly. ✓✓
- Restate the question for your understanding if you are uncertain about the question. ✓✓
- Respond only to questions when you are certain about the question that was asked. ✓✓
- When answering a question, it is important to address the question and not the person asking the question. ✓✓
- Be prepared to acknowledge good questions by emphasising the value of the question to the presentation. ✓✓
- Don't attempt to answer questions that you do not know the answer to and acknowledge this to your audience. ✓✓
- Don't be afraid to admit mistakes made during the presentation if such mistakes are mentioned by your audience. ✓✓
- Remain polite/courteous/professional when responding to questions. ✓✓
- Refrain from becoming involved in a debate or argument with the person/s posing the questions. ✓✓
- Any other relevant answer related to the handling of feedback in a non-aggressive and professional way.

Max (14)

5.6 Conclusion

- Communicating with business role players through an effective business presentation is very important. ✓✓
- Potential investors are impressed when a presentation is well thought out and presented effectively. ✓✓
- Any other relevant answer related to presentation of business informations and visual aids.

Any (1 × 2) (2)

[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Differences between a verbal and non-verbal presentation	8	
Factors that a presenter should consider when preparing for a presentation	12	
Transparencies and handouts	14	
How to handle feedback after a presentation in a professional manner	12	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

QUESTION 6 BUSINESS ROLES

6.1 Introduction

- Professionalism and ethics is important for business as it combines the knowledge and skills of employees with accountability. ✓
- All employees are required to make ethical decisions whilst executing their day to day tasks. ✓
- It is important for business to do things the right way to ensure that the image of the business is not tarnished. ✓
- Any other relevant answer.

Any (2 × 1) (2)

6.2 Differences between professionalism and ethics

Professionalism	Ethics
Refers to when a person acquires knowledge and skills to practice a specific job or profession. ✓✓	Refers to the principles of right and wrong acceptable in society. ✓✓
Set of standards of expected behaviour. ✓✓	Conforms to a set of values that are morally acceptable. ✓✓
Applying a code of conduct of a profession or business. ✓✓	Forms part of a code of conduct to guide employees to act ethically. ✓✓
Focuses on developing a moral compass for decision-making. ✓✓	Focuses on upholding the reputation of a business profession. ✓✓
Includes guidelines on employees' appearance, communication, attitude and responsibility. ✓✓	Involves following the principles of right and wrong in business practices. ✓✓
Any other relevant answer.	Any other relevant answer.
Submax (6)	Submax (6)

NOTE: 1. The answer does not have to be in tabular form.

2. The distinction does not have to link but must be clear.

3. Award a maximum of SIX (6) marks if the distinction is not clear/Mark either decision making or problem-solving.

Max (12)

6.3 Principles of professionalism and ethics.

Competency ✓✓

- Is when employees use their knowledge, skills, and ability ✓ in their area of expertise for the good of the organisation, society and the environment. ✓
- Any other relevant answer related to competency.

Heading	2
Discussion	2
Submax	4

Integrity ✓✓

- Integrity means to perform all your work-related duties ✓ in the correct manner even when you are not being monitored. ✓
- This means that all employees work and conduct themselves ✓ with integrity, honesty, and according to accepted standards of professional conduct and the law. ✓
- Any other relevant answer related to integrity.

Heading	2
Discussion	2
Submax	4

Respect ✓✓

- Respect is the behavior, performance, ✓ and the way in which employees conduct themselves in the workplace. ✓
- Employees who work in a respectful environment ✓ will have a positive attitude and are motivated to work at their best. ✓
- Any other relevant answer related to respect.

Heading	2
Discussion	2
Submax	4

Objectivity ✓✓

- Employees remain objective ✓ and act in a fair manner to all without any bias or favour. ✓
- Any other relevant answer related to objectivity.

Heading	2
Discussion	2
Submax	4

Confidentiality✓✓

- Refers to the non disclosure✓ of any confidential information of businesses or clients. ✓
- Any other relevant answer related to confidentiality.

Heading	2
Discussion	2
Submax	4

Transparency✓✓

- Businesses should pay attention to transparency✓ and ensure that full disclosure is made when required. ✓
- Any other relevant answer related to transparency.

Heading	2
Discussion	2
Submax	4

Conflict of interest✓✓

- Employees should avoid conflict of interest situations✓ within the business environment. ✓
- Any other relevant answer related to conflict of interest.

Heading	2
Discussion	2
Submax	4

NOTE: Mark first FOUR only.

Max (16)

6.4 Advantages of running an ethical business venture.

- Businesses can build a good reputation and attract more investors✓, thus increasing profitability.✓
- Customer loyalty is created and nurtured, ✓ and a positive business image will be created. ✓
- Staff morale can be built and maintained✓ by paying employees fairly. ✓
- Staff who are hard-working and productive✓ will be loyal and dedicated to the business. ✓
- Positive relationships will develop between co-workers✓, which will result in improved productivity. ✓
- Businesses who become compliant with environmental regulations✓ will avoid unnecessary fees or sanctions. ✓
- Any other relevant answer.

Max (10)

6.5 Ways in which professional, responsible, ethical and effective business practice should be conducted.

Fair treatment of business employees

- Businesses should treat all their employees equally, regardless of their race, colour, age, gender, disability, and so on.✓✓
- The Mission Statement of a business should include the values of equality and respect. ✓✓
- The workplace should be a safe, fair environment where employees can do their work and not be embarrassed or exposed. ✓✓

Submax (2)

Payment of fair wages

- The business should ensure that they pay employees fair wages and salaries which corresponds to the requirements of the BCEA. ✓✓
- Employees should be paid for working overtime and on public holidays. ✓✓

Submax (2)

Providing quality goods and services

- The business should respect employees and treat them with dignity by recognising the value of their human capital for work well done. ✓✓
- All goods and services produced should be done according to the required standards and ethical requirements. ✓✓

Submax (2)

Not starting a business venture at someone else's expense

- Avoid using business names and ideas that are copyrighted, trademarked, and protected by law when starting a business. ✓✓
- New business owners must plan effectively and ensure that they put preventative measures in place to protect their business. ✓✓

- To foster employee confidence and loyalty, it is important to ensure that all staff has equal access to opportunities, positions, and resources. ✓✓
- Any other relevant answer.

Submax (2)

Max (8)

6.6 Conclusion

- It is important that businesses function in an ethical and responsible manner when doing its day to day operations. ✓✓
- Any other relevant answer relating to ethics and professionalism.

Any (1 × 2) (2)

[40]

Breakdown of mark allocation		
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Differences between professionalism and ethics	12	
Principles of professionalism and ethics	16	
Advantages of running an ethical business venture.	10	
Professional, responsible, ethical and effective business practice should be conducted.	8	
Conclusion	2	
INSIGHT		8
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: [40]

GRAND TOTAL: 150