**Province of the
EASTERN CAPE
EDUCATION**

Iphondo leMpuma Kapa: Isebe leMfundo
Provinsie van die Oos Kaap: Department van Onderwys
Porafensie Ya Kapa Botjhabela: Lefapha la Thuto

NATIONAL SENIOR CERTIFICATE

GRADE 11

NOVEMBER 2024

BUSINESS STUDIES P2

MARKS: 150

TIME: 2 hours

IBUSTE2

This question paper consists of 8 pages.

2 BUSINESS STUDIES P2 **(EC/NOVEMBER 2024)**

INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

1. This question paper consists of THREE sections and covers TWO main topics.

    SECTION A: COMPULSORY
    SECTION B: Consists of THREE questions.
                Answer any TWO of the three questions in this section.
    SECTION C: Consists of TWO questions.
                Answer any ONE of the two questions in this section.

2. Read the instructions for each question carefully and take note of what is required.

    Note that ONLY the answers to the first TWO questions selected in SECTION B and the answers to the FIRST question selected in SECTION C will be marked.

3. Number the answers correctly according to the numbering system used in this question paper. NO marks will be awarded for answers that are numbered incorrectly.

4. Except where other instructions are given, answers must be written in full sentences.

5. Use the mark allocation and nature of each question to determine the length and depth of an answer.

6. Use the table below as a guide for mark and time allocation when answering each question.

SECTION	QUESTION	MARKS	TIME (minutes)
A: **Objective-type questions COMPULSORY**	1	30	20
B: **THREE direct/indirect type questions** **CHOICE:** **Answer any TWO.**	2	40	70
	3	40	
	4	40	
C: **TWO essay-type questions** **CHOICE:** **Answer any ONE.**	5	40	30
	6	40	
TOTAL		150	120

7. Begin the answer to EACH question on a NEW page, for example QUESTION 1 on a new page, QUESTION 2 on a new page.

8. You may use a non-programmable calculator.

9. Write neatly and legibly.

Please turn over

SECTION A (COMPULSORY)

QUESTION 1

1.1   Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question numbers (1.1.1 to 1.1.5) in the ANSWER BOOK for example 1.1.6 D.

   1.1.1   A company in which the directors are jointly and separately liable for all the debts and liabilities of the business:

      A   Private company
      B   Public company
      C   State-owned company
      D   Personal liability company

   1.1.2   Vusi sold the right to use the name and trademark of VS Foods to Tony in return for a royalty fee. Vusi is known as the …

      A   franchisor.
      B   franchisee.
      C   lessor.
      D   lessee.

   1.1.3   A business hiring temporary employees or using independent contractors considers … as a factor that must be considered before start-up.

      A   the culture of the organisation
      B   business growth
      C   cost saving
      D   customer service

   1.1.4   Zonke Construction uses … when alternative solutions are generated and evaluated in response to problems.

      A   problem-solving
      B   force-field analysis
      C   Delphi technique
      D   routine thinking

   1.1.5   The way the body reacts to situations that a person finds difficult to control, is known as …

      A   crisis.
      B   stress.
      C   change.
      D   conflict.   (5 x 2)   (10)

Please turn over

1.2 Complete the following statements by using the word(s) provided in the list below. Write only the word(s) next to the question numbers (1.2.1 to 1.2.5) in the ANSWER BOOK.

norming; passion; grievance; performing; partnership; hand-outs; conflict; close corporation; posters; perseverance

1.2.1 A … has no legal entity and therefore has no continuity.

1.2.2 Dlamini showed … as an entrepreneurial quality when she did not give up despite the challenges she faced in her business.

1.2.3 Nico provided ... as a type of visual aid to the audience after his presentation to remind them of the key points.

1.2.4 A disagreement between two parties is known as …

1.2.5 During the ... stage of team development, team members come to an agreement and reach a consensus. (10)

1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question numbers (1.3.1 to 1.3 5) in the ANSWER BOOK, for example 1.3.6 K.

COLUMN A		COLUMN B	
1.3.1	Verbal presentation	A	tax returns submitted on time and making regular tax payments
1.3.2	Equity capital	B	comply with the South African Bureau of Standards
1.3.3	Non-conventional solutions	C	tax payments are adjusted to avoid paying high tax payments
1.3.4	Globalisation	D	money and assets of the owners invested in a business
1.3.5	Good decision	E	information communicated by means of printed material
		F	there are diverse solutions to a problem
		G	money made available by the government for small developing businesses
		H	information communicated by means of an oral presentation
		I	there is only one solution to a problem
		J	comply with international standards of quality

(5 x 2) (10)

TOTAL SECTION A: 30

SECTION B

Answer ANY TWO questions in this section.

NOTE: Clearly indicate the QUESTION NUMBER of each question that you choose. The answer to EACH question must start on a NEW page, e.g. QUESTION 2 on a NEW page, QUESTION 3 on a NEW page.

QUESTION 2: BUSINESS VENTURES

2.1   Name any FOUR key success factors in a business.   (4)

2.2   Outline the aspects that must be considered when initiating a business.   (6)

2.3   Identify the types of visual aids used by Thandi during his presentation in EACH statement below:

   2.3.1   He used columns and rows to compare the different options available to investors.   (2)

   2.3.2   He showed the relationship between two variables over a period of time.   (2)

2.4   Explain the procedure for the formation of companies.   (6)

2.5   Read the scenario below and answer the question that follows.

REAL ESTATE (RE)
Real Estate owns properties around the country. They allow businesses to enter into an agreement and make a monthly payment for the use of these properties. RE also offers information technology services to these businesses to allow them to focus on important business activities.

Identify TWO avenues of acquiring businesses used by RE. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.5.

AVENUES OF ACQUIRING BUSINESSES	MOTIVATIONS
1.	
2.	

(6)

2.6   Discuss the following benefits of establishing a company versus other forms of ownership:

   2.6.1   Legal status and liability   (4)

   2.6.2   Ownership and management   (4)

2.7   Suggest reasons why entrepreneurs may decide to purchase an existing business.   (6)

[40]

QUESTION 3: BUSINESS ROLES

3.1 Name any FOUR internal causes of change. (4)

3.2 Outline the importance of stress management in the workplace. (6)

3.3 Read the scenario below and answer the questions that follow.

ASSOP MANUFACTURER (AM)
Assop Manufacturer specialises in manufacturing electric cars and they apply the principles of professionalism and ethics. They focus on using resources responsibly to ensure that the environment is looked after. AM also practises social responsibility by giving back to poor communities. The management of AM is also aware of the differences between professionalism and ethics.

3.3.1 Quote TWO principles of professionalism and ethics that AM is displaying in the scenario above. (2)

3.3.2 Explain the difference between *professionalism* and *ethics*. (4)

3.4 Discuss the functions of workplace forums. (6)

3.5 Read the scenario below and answer the question that follows.

EASTERN HOTEL (EH)
Eastern Hotel is exposed to difficult economic conditions and are therefore required to deal with major changes. They reduced the number of employees at the hotel to decrease their costs. EH also offers equal opportunities to people from previously disadvantaged groups as a legal stipulation.

Identify TWO major changes that people and businesses have to deal with in the scenario above. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 3.5.

MAJOR CHANGES THAT PEOPLE AND BUSINESSES DEAL WITH	MOTIVATIONS
1.	
2.	

(6)

3.6 Discuss the importance of teamwork. (6)

3.7 Recommend ways in which professional, responsible, ethical and effective business practices should be conducted. (6)

[40]

Please turn over

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 Name any FOUR stages of action plan/steps to follow when drawing up an action plan. (4)

4.2 Elaborate on the meaning of *memorandum of incorporation*. (4)

4.3 Read the scenario below and answer the questions that follow.

RONALD WAREHOUSING (RW)
Ronald Warehousing is in the process of establishing storage facilities around Johannesburg. They received funding from a wealthy entrepreneur in exchange for a share in the business. RW is also aware of the many reasons why businesses need funding.

4.3.1 Identify the source of funding that RW received in the scenario above. (2)

4.3.2 Explain the reasons why businesses need funding. (6)

4.4 Recommend factors that the presenter must consider when preparing a presentation. (4)

BUSINESS ROLES

4.5 Outline the causes of conflict in the workplace. (6)

4.6 Identify the stages of team development experienced by Donald Construction in EACH statement below.

4.6.1 The newly appointed members of the marketing team were comfortable with each other during their first meeting. (2)

4.6.2 Rowena, the team leader of the cleaning team, ensured that all tasks are completed before the team finally part ways. (2)

4.7 Discuss any TWO theories of ethics that are applicable in the workplace. (6)

4.8 Recommend ways in which businesses could deal with crisis in the workplace. (4)

[40]

TOTAL SECTION B: 80

SECTION C

Answer ANY ONE question in this section.

NOTE: Clearly indicate the QUESTION NUMBER of the question chosen. The answer to the question must start on a NEW page, e.g. QUESTION 5 on a NEW page OR QUESTION 6 on a NEW page.

QUESTION 5: BUSINESS VENTURES (TRANSFORMING A BUSINESS PLAN INTO AN ACTION PLAN)

> Businesses that follow the project planning steps will ensure the completion of their tasks. A business plan is essential to ensure that the proposed business goals are achieved. Planning tools provide guidelines on how to transform a business plan into an action plan and businesses use action plans to organise their activities.

Write an essay on transforming a business plan into an action plan in which you include the following aspects:

- Outline the project planning steps.
- Explain the purpose of a business plan.
- Discuss the importance of timelines and Gantt charts/Work Breakdown Structure (WBS).
- Advise businesses on the importance of an action plan. **[40]**

QUESTION 6: BUSINESS ROLES (CREATIVE THINKING AND PROBLEM SOLVING)

> Businesses use routine thinking and creative thinking to solve their problems. Creative thinking has many advantages and businesses can also apply the Delphi technique and the Force field analysis as problem-solving techniques. Businesses should create an environment that stimulates creative thinking in the workplace.

Write an essay on creative thinking and problem-solving in which you include the following aspects:

- Outline the differences between *routine thinking* and *creative thinking.*
- Explain the advantages of creative thinking in the workplace.
- Discuss how the businesses can apply the following problem-solving techniques:
  o Delphi technique
  o Force field analysis
- Recommend ways in which businesses can create an environment that stimulates creative thinking in the workplace. **[40]**

TOTAL SECTION C: 40
GRAND TOTAL: 150

Province of the
EASTERN CAPE
EDUCATION

Iphondo leMpuma Kapa: Isebe leMfundo
Provinsie van die Oos Kaap: Department van Onderwys
Porafensie Ya Kapa Botjhabela: Lefapha la Thuto

**NATIONAL
SENIOR CERTIFICATE**

GRADE 11

NOVEMBER 2024

**BUSINESS STUDIES P2
MARKING GUIDELINE**

MARKS: 150

This marking guideline consists of 29 pages.

2 **BUSINESS STUDIES P2** (EC/NOVEMBER 2024)

NOTES TO MARKERS

PREAMBLE

> The notes to markers are provided for quality assurance purposes to ensure the following:
>
> (a) Fairness, consistency and reliability in the standard of marking
> (b) Facilitate the moderation of candidates' scripts at the different levels
> (c) Streamline the marking process considering the broad spectrum of markers across the country
> (d) Implement appropriate measures in the teaching, learning and assessment of the subject at schools/institutions of learning

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:

   - Uses a different expression from that which appears in the marking guideline
   - Comes from another credible source
   - Original
   - A different approach is used

   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 'Sub-max.' 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 candidate's 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 differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:

    10.1 When 'evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance, e.g. Positive: 'The autocratic leadership style provides strong leadership √ which makes new employees feel confident and safe '√.

    10.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance candidates are also expected to support their responses with more depth, e.g., '*The autocratic leadership style provides strong leadership√ which makes new employees feel confident and safe √, as expectations/roles are clearly explained to avoid confusion'.*√

    NOTE: 1. The above could apply to 'analyse' as well.
    2. Note the placing of the tick (√) in the allocation of marks.

11. 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:

    11.1 Give, name, state, outline, quote, motivate, recommend, suggest, advise *(list not exhaustive)* do not usually require much depth in candidates' responses. Therefore, the mark allocation for each statement/answer appears at the end.

    11.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, compare, tabulate, 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.

12. Mark only the FIRST answer where candidates offer more than one answer for SECTION B and C questions that require one answer.

13. **SECTION B**

13.1 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.

        NOTE: 1.   This applies only to questions where the number of facts is specified.
                   2.   The above also applies to responses in SECTION C (where applicable).

13.2 If two facts are written in one sentence, award the candidate FULL credit. Point 13.1 above still applies.

13.3 If candidates are required to provide their own examples/views, brainstorm this to finalise alternative answers.

13.4 **Use of the cognitive verbs and allocation of marks:**

     13.4.1   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.

     13.4.2   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.

13.5 **ONE mark may be awarded for answers that are easy to recall, requires one-word answers or is quoted directly from a scenario/case study. This applies to SECTIONS B and C in particular (where applicable).**

14. **SECTION C**

14.1 The breakdown of the mark allocation for the essays is as follows:

Introduction	**Maximum:**
Content	**32**
Conclusion	
Insight	**8**
TOTAL	**40**

                         Please turn over

14.2 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? Marks to be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks): 1 (One 'A')	**2**

Synthesis	Are there relevant decisions/facts/responses made based on the questions?
	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 mark (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.
	Option 3: **Some relevant facts: 1 mark (One '-S')**
	           Where a candidate answers FOUR questions, but one/two/three sub-question 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' appear in the left margin. Award a ZERO mark for synthesis.
		2

Originality	Is there evidence of one or two examples, not older than two (2) years that are 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.

6 BUSINESS STUDIES P2 (EC/NOVEMBER 2024)

14.3   Indicate insight in the left-hand margin with a symbol e.g. ('L, A, -S and/or O').

14.4   The breakdown of marks is indicated at the end of the suggested answer/ marking guideline to each question.

14.5   Mark all relevant facts until the SUB-MAX./MAX. mark in a subsection has been attained. Write SUB-MAX./MAX. after maximum marks have been obtained, but continue reading for originality "O".

14.6   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

14.7   When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of 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.)

14.8   If the candidate identifies/interprets the question INCORRECTLY, then he/she may still obtain marks for layout.

14.9   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.

14.10   14.10.1   Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.

        14.10.2   With effect from November 2015, the TWO marks will not necessarily appear at the end of each completed sentence. The ticks (√) will be separated and indicated next to each fact, e.g. 'Product development is a growth strategy, √ where businesses aim to introduce new products into existing markets.' √

                  This will be informed by the nature and context of the question, as well as the cognitive verb used.

14.11   With effect from November 2017, the maximum of TWO (2) marks for facts shown as headings in the marking guidelines, will not necessarily apply to each question. This would also depend on the nature of the question.

Please turn over

SECTION A

QUESTION 1

1.1   1.1.1   D √√
         1.1.2   A √√
         1.1.3   C √√
         1.1.4   A √√
         1.1.5   B √√   (5 x 2)   (10)

1.2   1.2.1   partnership √√
         1.2.2   perseverance √√
         1.2.3   handouts √√
         1.2.4   conflict √√
         1.2.5   norming √√   (5 x 2)   (10)

1.3   1.3.1   H √√
         1.3.2   D √√
         1.3.3   F √√
         1.3.4   J √√
         1.3.5   A √√   (5 x 2)   (10)

TOTAL SECTION A: 30

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	**10**
1.2	**10**
1.3	**10**
TOTAL	**30**

Please turn over

8 BUSINESS STUDIES P2 **(EC/NOVEMBER 2024)**

SECTION B

Mark the FIRST TWO answers only.

QUESTION 2: BUSINESS VENTURE

2.1 **Key success factors in a business**
   - Sustainability √
   - Strategic focus √
   - Profitability √
   - Customer base/Strong customer base √
   - Market knowledge/Knowing your market √
   - Good leadership √
   - Ethics, control and good governance √
   - Stable workforce √
   - Unique product/service/Uniqueness of your business √
   - Any other relevant answer related to the key success factors in a business.
   NOTE: Mark the first FOUR (4) only.

   (4 x 1) (4)

2.2 **Aspects that must be considered when initiating a business**
   - Strategies such as marketing/management/public relations are implemented and continuously reviewed for businesses to achieve their goals. √√
   - Operations need to be implemented, staff must be employed and trained. √√
   - Productivity of the effectiveness of production in terms of the rate of output per unit of input. √√
   - The most appropriate size of a business must be decided on for successful operations. √√
   - Any other relevant answer related to the aspects that must be considered when initiating a business.

   Max. **(6)**

2.3 **Types of visual aids from statements**

   2.3.1 Table√√ (2)

   2.3.2 Graph√√ (2)

2.4 **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√, by 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.√
   - Register the company √ at the Commission of Companies and Intellectual Property Commission (CIPC). √
   - The prescribed fees √ must be paid. √
   - Any other relevant answer related to the procedure for the formation of companies.

   Max. **(6)**

2.5   **Avenues of acquiring businesses from the scenario**

AVENUES OF ACQUIRING BUSINESSES	MOTIVATIONS
1. Leasing √√	They allow businesses to enter into an agreement and make a monthly payment for the use of these properties.√
2. Outsourcing √√	RE also offers information technology services to these businesses to allow them to focus on important business activities. √
Sub-max (4)	Sub-max (2)

NOTE: 1.   **Mark the first TWO (2) only.**
           2.   **The answer does not have to be in tabular format.**
           3.   **Award marks for the avenues of acquiring businesses even if the quotes were incomplete.**
           4.   **Do not award marks for the motivation if the avenues of acquiring businesses were incorrectly identified.**

                                                            Max.   (6)

2.6   **Benefits of establishing a company versus other forms of ownership**

     2.6.1   **Legal status and liability**
- A company has its own legal status, √ trading name and owns its assets. √
- Shareholders' private assets are protected √ as they have limited liability. √
- The shareholders have no direct √ legal responsibility. √
- Companies have their own names √ and these are protected. √
- Any other relevant answer related to legal status and liability as a benefit of establishing a company versus other forms of ownership.

                                                            Max.   (4)

     2.6.2   **Ownership and management**
- Shareholders can 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 business. √
- Some of the other forms of ownership √ such as a sole proprietor has to rely on his/her own abilities to manage the business. √
- Any other relevant answer related to ownership and management as a benefit of establishing a company versus other forms of ownership.

                                                            Max.   (4)

10 **BUSINESS STUDIES P2** **(EC/NOVEMBER 2024)**

2.7 **Reasons why entrepreneurs may decide to purchase an existing business**
- Easier to raise financing if the business has a good history/image. √√
- Immediate cash flow as there are already established customers. √√
- Market research has already been done and there is an established customer base. √√
- Distribution/Supply links/Staff /Networks is/are already established. √√
- A market for business products or services has already been established. √√
- Existing employees and managers may have experience they can share. √√
- Many business problems have already been solved and mentorship may be offered. √√
- Business may come with goodwill from an established good reputation on the market. √√
- When an entrepreneur buys an existing business, it can increase its market position. √√
- Any other relevant answer related to the reasons why entrepreneurs may decide to purchase an existing business.

Max. **(6)**

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	4
2.2	6
2.3.1	2
2.3.2	2
2.4	6
2.5	6
2.6.1	4
2.6.2	4
2.7	6
TOTAL	40

Please turn over

QUESTION 3: BUSINESS ROLES

3.1 **Internal causes of change**
- New business objectives or goals √
- High employee turnover where many employees have to join the business √
- New policies and procedures implemented in the business √
- New management √
- Restructuring √
- Retrenchment √
- New equipment √
- Any other relevant answer related to the internal causes of change.

NOTE: Mark the first FOUR (4) only.

(4 x 1) (4)

3.2 **Importance of stress management in the workplace**
- If stress is not managed effectively, it can result in absenteeism, poor performance of staff, conflict, grievance and complaints, amongst other things in the workplace. √√
- 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 and 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 and this can be managed 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 lower the performance of employees. √√
- Any other relevant answer related to the importance of stress management in the workplace. **Max. (6)**

3.3 **Professionalism and ethics**

3.3.1 **Principles of professionalism and ethics from the scenario**
- They focus on using resources responsibly to ensure that the environment is looked after. √
- AM also practices social responsibility by giving back to poor communities. √

NOTE: 1. **Mark the first TWO (2) only.**
2. **Only award marks for responses that are mentioned in the scenario.** (2 x 1) (2)

3.3.2 **Difference 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 √ and what is acceptable in society. √
- Set of standards √ of expected behaviour. √	- Conforms to a set of values that are morally acceptable √ within a business or organisation. √
- 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 upholding the reputation √ of a business or profession. √	- Focuses on developing a moral compass √ for decision-making. √
- Includes guidelines for the appearance, conduct, communication, attitude, roles and responsibilities of employees √ within the business or organisation. √	- Involves following the principles of right and wrong √ in business practices. √
- Any other relevant answer related to professionalism.	- Any other relevant answer related to ethics.
Sub-max. (2)	Sub-max. (2)

NOTE: 1. **The answer does not have to be in a tabular format.**
2. **The differences does not have to link, but must be clear.**
3. **Award a maximum of TWO (2) marks if the differences are not clear/Mark either professionalism or ethics only.**

Max. (4)

3.4 **Functions of workplace forums**
- Prevent unilateral decision made by employers √ on issues affecting the employees. √
- Encourages workers participation √ in decision making. √
- Workplace forums have the right to consult the employer √ on restructuring of work methods/restructuring of job functions, etc. √
- Promotes the interests of all employees √ in the workplace. √
- Promotes efficiency in the workplace √ through co-operation. √
- Consults with the employer √ and to reach consensus about working conditions. √
- Active involvement √ in collective bargaining. √
- Any other relevant answer related to the functions of workplace forums.

Max. (6)

3.5 **Major changes that people and businesses have to deal with from the scenario**

MAJOR CHANGES THAT PEOPLE AND BUSINESSES DEAL WITH	MOTIVATIONS
1. Retrenchment √√	They reduced the number of employees at the hotel to decrease their costs. √
2. Affirmative action √√	EH also offer equal opportunities to people from previously disadvantaged groups as a legal stipulation. √
Sub-max (4)	Sub-max (2)

NOTE: 1. **Mark the first TWO (2) only.**
2. **The answer does not have to be in tabular format.**
3. **Award marks for major changes that people and businesses have to deal with even if the quotes were incomplete.**
4. **Do not award marks for the motivation if the major changes that people and businesses have to deal with were incorrectly identified.**

Max. (6)

3.6 **Importance of teamwork**
- Teamwork provides a sense of unity √ that enable team members to share common interests and responsibilities. √
- Teamwork reduces stress √ and enable them to work together towards achieving a common goal. √
- Increases √ employee involvement. √
- Gives more responsibility to the members √ performing the task. √
- Team members are empowered by giving them greater authority √ and decision-making freedom. √
- The combined efforts of team members √ are more than the sum of individual efforts. √/Contribution of members in a team √ may be stronger than working individually. √
- The organisation benefits from the knowledge √ and motivation of team members. √
- Produces creative solutions √ through the process of brainstorming and research. √
- Members are committed to perform at their best √ because team members are assessed individually after the task is completed. √
- Any other relevant answer related to the importance of teamwork.

Max. (6)

14 **BUSINESS STUDIES P2** **(EC/NOVEMBER 2024)**

3.7 **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 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. √√
- 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 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. √√
- New businesses should 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. √√
- Engage in environmental awareness programmes. /Refrain from polluting the environment such as 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. **(6)**
[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2	6
3.3.1	2
3.3.2	4
3.4	6
3.5	6
3.6	6
3.7	6
TOTAL	40

16 **BUSINESS STUDIES P2** **(EC/NOVEMBER 2024)**

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 **Stages of action plan/Steps to follow when drawing up an action plan**
Stages of action plan
- The summary of the vision, mission, long term and short-term goals must be defined. √
- Define the steps you would take to get there. √
- Start with what must be done first /prioritise. √
- Identify the end point for each step. √
- Arrange the steps in logical order. √
- Think about any problem that may happen. √
- Review progress regularly. √
- Identify indicators to confirm progress. √
- Any other relevant answer related to the stages of action plan.

OR

Steps to follow when drawing up an action plan
- Strategic planning of the business./Know where you want to go. √
- Create measurable goals. √
- List the task to be performed. √
- Divide the big tasks into smaller tasks or more manageable parts. √
- Decide on deadlines of every activity. √
- Create a visual representation of the action plan. √
- Regular check the progress. √
- Any other relevant answer related to the steps to follow when drawing up an action plan.

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

4.2 **Meaning of 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. √
- Any other relevant answer related to the meaning of the memorandum of incorporation.

Max. **(4)**

4.3 **Start a business venture**

4.3.1 **Source of funding from the scenario**
Angel funding √√ (2)

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

Max. (6)

4.4 **Factors that the presenter must consider when preparing a presentation**
- Be clear about the purpose of 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. /Research the topic in depth. √√
- 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. √√
- Consider external factors, e.g. noisy surroundings, which may influence the presentation. √√
- Any other relevant answer related to factors that the presenter must consider when preparing a presentation.

Max. (4)

BUSINESS ROLES

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. √√
- Unmanaged 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. √√
- Different values/levels of knowledge/skills/experience of managers/workers. √√
- Little/no co-operation between internal and/or external parties/ stakeholders. √√
- Lack of recognition for good work, when a manager may not show appreciation for extra hours worked to meet deadlines. √√
- Lack of employee development may increase frustration levels as workers may repeat errors due to a lack of knowledge/skills. √√
- Leadership styles used such as autocratic managers may not consider worker inputs. √√
- Lack of agreement on mutual matters such as remuneration/working hours. √√
- Lack of commitment which may lead to an inability to meet pre-set targets. √√
- Any other relevant answer related to the causes of conflict in the workplace.
Max. (6)

4.6 **Stages of team development from statements**

    4.6.1   Forming √√ (2)

    4.6.2   Adjourning/Mourning √√ (2)

4.7 **Theories of ethics that are applicable in the workplace**
Consequential theory √√
- The consequentialist theory suggest that an action is good or bad depending on its outcome. √
- It 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; if the expected result is bad, then it is ethically wrong to do. √
- Business must promote or generate the greater value for society, while harming as few as possible. √
- Any other relevant answer related to the consequential theory applicable to the workplace.

Theory	(2)
Discussion	(1)
Sub-max	(3)

The common good approach √√
- The common good approach ensures that business values and ethical principles are in line with the society in which the business operates.√
- It 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 theory applicable to the workplace.

Theory	(2)
Discussion	(1)
Sub-max	(3)

The rights approach√√
- The focus of the rights approach is on individual rights – where people are treated with respect and dignity. √
- Business should not impose its mission or products on people. √
- Employees working within a business should not be ill-treated for any reason. √
- Ethics and behaviour are motivated by promoting the rights of people. √
- Basic rights of people are identified and protected e.g. right to freedom and life. √
- Aims at promoting and protecting human rights. √
- Focuses on process and outcomes. /Works towards outcome and process goals. √
- Recognizes that rights can only be realised with empowerment. √
- Any other relevant answer related to the rights approach theory applicable to the workplace.

Theory	(2)
Discussion	(1)
Sub-max	(3)

NOTE: Mark the first TWO (2) only.

Max.	**(6)**

20 BUSINESS STUDIES P2   (EC/NOVEMBER 2024)

4.8   **Ways in which businesses could deal with crises in the workplace**
- 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 in order to plan an appropriate response. √√
- Intervene swiftly and with urgency, but without panicking or overreacting. √√
- Identify the real nature of the crisis by making a thorough assessment of the situation and seeking expert opinions. √√
- Assess when the crisis happens and quickly find out what has happened without over-reacting. √√
- Deal with the crisis directly and timeously without trying to avoid/minimise the seriousness of the situation. √√
- Plan/Identify and prioritise the actions required. √√
- Inform/Provide accurate and correct information. √√
- Obtain expert advice if the crisis falls outside the business' scope of expertise. √√
- 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 that should be 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. √√
- Support/Guide others through the situation by providing training and support. √√
- Regain control/Manage the situation in a calm manner until the crisis is over. √√
- Call for help and seek assistance/advice and support from the appropriate agencies and professionals. √√
- Implement and evaluate the efficiency of the emergency plan during the crisis. √√
- If necessary, revise and amend the emergency plan after the crisis.√√
- Any other relevant answer related to ways in which businesses could deal with crisis in the workplace.

                                                                                       Max.   (4)
                                                                                              [40]

Please turn over

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	4
4.2	4
4.3.1	2
4.3.2	6
4.4	4
4.5	6
4.6.1	2
4.6.2	2
4.7	6
4.8	4
TOTAL	40

TOTAL SECTION B: 80

SECTION C

Mark the FIRST question only.

**QUESTION 5: BUSINESS VENTURES (TRANSFORMING A BUSINESS
PLAN INTO AN ACTION PLAN)**

5.1 **Introduction**
- Project planning steps will ensure that business projects are completed successfully. √
- A business plan is a written document which gives a comprehensive overview of a proposed business. √
- Project managers use timelines and Gantt charts/WBS as tools to get their jobs done, many of which are specific to a single company or product. √
- An action plan consists of a checklist of steps or tasks that need to be executed in order to reach the business goals. √
- Any other relevant introduction related to the project planning steps/purpose of a business plan/importance of timelines/Gantt charts/WBS/importance of an action plan. (Any 2 x 1) (2)

5.2 **Project planning steps**
- Define the scope of the plan to be done such as define what the purpose/first and last activities will be. √√
- Identify project supporters / resources such as people, budget, and time that will be needed. √√
- Analyse each main activity by breaking the project down into activities. √√
- Set time frames and determine how much time you will need to allocate to each activity. √√
- Set milestones/targets such as what the main completion point is. √√
- Determine accountabilities/person responsible for the decision made. √√
- Calculate the financial/human and technical resources that need to be allocated. √√/Determine available resources. √√
- Plot the activity schedule into a Gantt chart. √√
- Execute the project plan. √√
- Monitor progress regularly. √√
- Communicate and review project progress. √√
- Keep records of all activities. √√
- Any other relevant answer related to the project planning steps.

Max. (12)

5.3 **Purpose of a business plan**
- Gain insight √ in the market and competition. √
- Obtain funding √ from investors. √/Used to convince other people of the profitability of the business √ such as applying for finance for a bank. √
- Set realistic goals √ and objectives. √
- Identify the right talent √ for moving the business vision forward. √
- Make correct decisions √ and manage the business. √
- Communicate the business plan √ to various stakeholders. √
- Offers direction √ of a proposed business. √
- Explain the business objectives, how it will operate, how the finances, resources will be handled √ and what the business aims to achieve. √
- Used to check the performance √ of the business against set goals. √
- A tool used to sell √ or market the business. √
- To identify √ possible strengths, weaknesses, opportunities and threats. √
- Any other relevant answer related to the purpose of a business plan.

Max. (12)

5.4 **Importance of planning tools**
Importance of timelines as a planning tool
- They help the planners to project dates √ in advance. √
- Timelines serve as a planning tool that help to indicate the due date or date of completion √ for each of the short term objectives and tasks. √
- Timelines keep information in the order √ that it has to be in. √
- Dates are also very well organised in a timeline as well as sequence of events √ that the information could be in. √
- Assists project management in meeting their targets √ and exceed client expectations. √
- Any other relevant answer related to the importance of timelines.

Sub-max. (6)

Importance of Gantt charts as a planning tool
- Easy to prepare √ and understand. √
- Events are shown √ in a chronological order. √
- The time needed for an activity √ is shown visually. √
- Managers and team members can see √ which activities run concurrently. √
- Team members can see √ who is responsible for each activity. √
- They show progress on an activity √ and enable managers to monitor progress. √
- Interrelated tasks can be used √ at a glance. √
- Any other relevant answer related to the importance of Gantt charts.

Sub-max. (6)

OR

Importance of timelines and Gantt charts/WBS
- These tools help the project staff to project dates √ and set up plans to achieve set goals in advance. √
- They are vital to project managers as businesses try to meet √ and exceed client expectations. √
- Project managers use them as tools to get their jobs done, √ many of which are specific to a single company or product. √
- The Gantt chart shows progress on an activity √ and enable managers to monitor progress. √
- Timelines serve as planning tools that help to indicate the due date/date of completion √ for each of the short-term objectives and tasks. √
- Timelines keep information in a sequential order √ and dates on which an activity must be done. √
- Any other relevant answer related to the importance of timelines and Gantt charts/WBS.

Max.   (12)

5.5   **Importance of an action plan**
- An action plan enables projects to be achieved within a specific time. √√
- Businesses are able to prioritise activities according to their importance. √√
- Can help the person responsible to be more organised. √√
- Helps employees to focus on the right activities. √√
- It is a control measure against which standards and performance can be measured. √√
- Identify problems that could occur. √√
- Acts as a monitoring tool that makes it possible to check the progress. √√
- Enables businesses to transfer their plans into actions. √√
- Enables businesses to think logically and identify gaps in the plan. √√
- It provides an opportunity for reflection of what has happened before and what actions have not helped. √√
- Can bring together individuals/experts that are knowledgeable in the area of work. √√
- Builds consensus as everyone involved can contribute their ideas. √√
- Creates ownership/accountability by creating a sense of individual and collective ownership for the action plan. √√
- Clarifies time scales that need to be done in order to achieve a particular objective. √√
- It identifies measures of success by providing a way of measuring progress towards that goal. √√
- Any other relevant answer related to the importance of an action plan.

Max.   (10)

5.6 **Conclusion**
- The recordkeeping of all activities during project planning assists businesses with future projects. √√
- The business plan serves as a roadmap that provides direction to the business. √√
- Timelines help the team members to know what milestones need to be achieved and by when. √√
- Gantt charts shows the start and finish of terminal elements and a summary element of a project. √√
- The action plan clarifies the objective and provides the opportunity to identify areas that need change. √√
- Any other relevant conclusion related to the project planning steps/ purpose of a business plan/importance of timelines/Gantt charts/WBS/importance of an action plan.   (Any 1 x 2)   (2)

[40]

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	**2**	
Project planning steps	**12**	
Purpose of a business plan	**12**	**Max 32**
The importance of timelines and Gantt charts	**12**	
Importance of an action plan	**10**	
Conclusion	**2**	
INSIGHT		
Layout	**2**	
Analysis/Interpretation	**2**	**8**
Synthesis	**2**	
Originality/Examples	**2**	
TOTAL MARKS		**40**

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

QUESTION 6: BUSINESS ROLES (CREATIVE THINKING AND PROBLEM
                        SOLVING)

6.1 **Introduction**
   - The business environment is volatile and requires advanced problem-
      solving skills and creative thinking for effective solutions. √
   - An advantage of creative thinking is to stimulate brain function of employees/
      managers as they are continuously thinking of non-conventional solutions. √
   - The use of a Force field analysis is useful to overcome resistance to
      change. √
   - Creative thinking enables businesses to differentiate their products and
      develop new ways of doing things. √
   - Any other relevant introduction related to differences between routine
      thinking and creative thinking/advantages of creative thinking/ application of
      Delphi technique and force field analysis/ways in which businesses can
      create an environment that stimulate creative thinking in the workplace.

                                                            (Any 2 x 1)   (2)

6.2 **Difference between routine versus creative thinking**

ROUTINE THINKING	CREATIVE THINKING
- It refers to ordinary/every day / conventional thinking where the focus is on logical thought and methodical way of doing things. √√	- It refers to looking at an opportunity /problem in a new and different way where new ideas are generated. √√
- It is where consistent, normal thinking is applied to a specific situation. √√	- The focus is on being creative using one's imagination, insight, art and music awareness to find solutions to unique challenges. √√
- Requires businesses to apply old thinking to new patterns. /Doing things in the same way will lead to the same results because past decisions are used to solve current problems. √√	- This 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. √√
- No new ideas or thought patterns are generated. √√	- This results in exploring innovative ideas and different ways of doing things in order to obtain better results. √√
- Any other relevant answer related to routine thinking.	- Any other relevant answer related to creative thinking.
Sub-max (4)	Sub-max (4)

NOTE: 1. **The answer does not have to be in a tabular format.**
       2. **The differences do not have to link but must be clear.**
       3. **Award a maximum of FOUR (4) marks if the differences are**
           not clear/Mark either routine thinking or creative thinking only.
                                                            Max   (8)

Please turn over

6.3   **Advantages of creative thinking in the workplace**
- Better/Unique/Unconventional ideas/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/employees may quickly generate multiple ideas √ which utilises time and money more effectively. √
- Managers/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/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/employees feel that they have contributed towards problem solving. √
- Improves motivation √ amongst staff members. √
- Managers/Employees have a feeling of great accomplishment, and they will not resist/obstruct the process √ once they solved a problem/contributed towards the success of the business. √
- Management/employees may keep up √ with fast changing technology. √
- Stimulates initiative from employees/managers, √ as they are continuously pushed out of their comfort zone. √
- Creativity may lead to new inventions √ which improves the general standard of living/can attract new investors. √
- Any other relevant answer related to the advantages of creative thinking in the workplace.

Max.   (14)

6.4   **Application of problem-solving techniques**

6.4.1   **Delphi technique**
- Businesses must invite a panel of experts √ to investigate/research the complaints from customers. √
- Experts do not have to be in one place √ and will be contacted individually. √
- Design a questionnaire consisting of questions on how to improve the quality of their products √ and distribute it to the panel members/ experts. √
- Request the panel to individually respond to the questionnaire/ suggest improvements √ to the products and return it to the business. √
- Summarise the responses from the experts √ in a feedback report. √
- Send the feedback report and a second set of questions/ questionnaire based on the feedback report √ to the panel members. √
- Request panel members to provide further input/ideas on how to improve the quality of products √ after they have studied the results/ documentation. √
- Distribute a third questionnaire √ based on previous feedback from the second round. √

- Prepare a final summary/feedback report with all the methods √ to improve the quality of products. √
- Businesses should choose the best solution/proposal √ after reaching consensus. √
- Any other relevant answer related to the application of the Delphi technique as a problem-solving technique.

Sub max.　(8)

6.4.2　**Force field analysis**
- Describe the current situation/problem √ and the desired situation. √
- Identify what is going to happen √ if there is no action taken. √
- List all driving/pros and restraining/cons forces √ that will support and resist change. √
- Discuss the key restraining forces √ and determine their strengths. √
- Discuss the key driving forces √ and determine their strengths. √
- Allocate a score to each force using a numerical scale, √ where 1 is weak and 5 is strong. √
- Weigh up the positives and negatives and √ then decide if the project is viable. √
- Analyse the restraining forces √ and best way of advancing them. √
- Explore the driving forces √ and the best way of advancing them √
- 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 the force field analysis as a problem-solving technique.

Sub-max.　(8)
Max.　(16)

6.5　**Ways in which businesses can create an environment that stimulate creative thinking**
- Emphasise the importance of creative thinking to ensure that all staff know that all ideas will be heard. √√
- Inspire staff to come up with new ideas. √√
- Plan regular workshops so that brainstorming sessions can be held to generate new ideas. √√
- Ensure that communication channels remain open by placing suggestion boxes around the workplace. √√
- Train staff in innovative techniques/creative problem-solving skills/mind-mapping/ lateral thinking. √√
- Encourage job swops within the organisation/studying how other businesses are doing things. √√
- Encourage alternative ways of working/doing things. √√
- Accommodate employees' ideas and try not to let anyone feel less important in the workplace. /Respond enthusiastically to all ideas and never let anyone feel less important. √√
- Any other relevant answer related to ways in which businesses can create an environment that stimulate creative thinking in the workplace.

Max.　(8)

6.6 **Conclusion**
- Businesses using creative thinking allows for responding to challenges more successfully than when using routine thinking. √√
- Creative thinking enables businesses to keep abreast with the latest developments in the market. √√
- Delphi technique uses a group of experts to agree on how to solve a complex problem. √√
- A creative environment encourages staff to come up with new ideas/opinions /solutions. √√
- Any other relevant conclusion related to differences between routine thinking and creative thinking/advantages of creative thinking/ application of Delphi technique and force field analysis/ways in which businesses can create an environment that stimulate creative thinking in the workplace.

(Any 1 x 2)   (2)
[40]

QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	**Max 32**
Differences between routine thinking versus creative thinking	8	
Advantages of creative thinking in the workplace	14	
Application of problem-solving techniques: o Delphi technique o Force field analysis	16	
Ways in which businesses can create an environment that stimulate creative thinking in the work place	8	
Conclusion	2	
INSIGHT		8
Layout	2	
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 only some of the requirements are met.
Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: **40**
GRAND TOTAL: **150**