



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
EDUCATION

**NATIONAL
SENIOR CERTIFICATE**



GRADE 11

**BUSINESS STUDIES PAPER 2
NOVEMBER 2024**

MARKS: 150

TIME: 2 Hours

This question paper consists of 9 pages.

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: Consist 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.

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 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 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 – new page, QUESTION 2 – new page, et cetera.

8. You may use a non-programmable calculator.

9. Write neatly and legibly.

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 number (1.1.1 – 1.1.5) in the ANSWER BOOK, for example 1.1.6 E.

1.1.1 A set of rules and responsibilities of an organisation or business that employees need to comply with.

- A. Code of ethics
- B. Moral compass
- C. Transparency
- D. Code of conduct

1.1.2 A/An ... is a person who starts and manages his/her own business.

- A. venture capitalist
- B. executive manager
- C. entrepreneur
- D. director

1.1.3 A/An ... plan is a written document which gives a comprehensive overview of a proposed business.

- A. business
- B. equity
- C. five-year
- D. action

1.1.4 Which of the following is an example of non-verbal business information?

- A. Discussions
- B. Orals
- C. Graphs
- D. Telephonic calls

1.1.5 Transnet is an example of a ... company.

- A. private
- B. state owned
- C. public
- D. non-profit

(5 x 2) (10)


- 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.

Work breakdown structure; problem-solving; line graph;
limited liability; bar graph; communication; unlimited liability;
decision-making; Gantt chart ; ethics

- 1.2.1 The code of ... outlines the mission and values of the business or organisation.
- 1.2.2 Cooldrink Distributors used a series of vertical rectangles, known as a ... to display a set of sales figures.
- 1.2.3 Hardware (Pty) Ltd will only lose the amount of money invested in the business. This refers to ...
- 1.2.4 The process of finding solutions to difficult issues, refers to ...
- 1.2.5 The ... divides the business plan into smaller project stages and shows exactly what must be done.

(5 x 2) (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, e.g. 1.3.6 K

COLUMN A	COLUMN B
<p>1.3.1 The rights approach</p> <p>1.3.2 Equity capital</p> <p>1.3.3 Ethics</p> <p>1.3.4 Outsourcing</p> <p>1.3.5 Share</p> 	<p>A. Allows investors to obtain part ownership of a company</p> <p>B. A way in which people conduct themselves in the workplace.</p> <p>C. Allows external stakeholders to have an indirect interest in a business.</p> <p>D. The practice of using an organisation's own personnel or other resources to perform a service or task.</p> <p>E. Funds owed by the business that must be paid back over a specific period.</p> <p>F. Ethics and values vary from area to area, and from country to country</p> <p>G. Moral principles that govern the behaviour of a person or a group.</p> <p>H. Treating all his customers and employees with respect and dignity</p> <p>I. Business practice of hiring a third party to perform services or tasks.</p> <p>J. Funds contributed by the owners of a business</p>

(5 x 2) (10)

TOTAL SECTION A: 30

SECTION B

Answer any TWO (2) 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 State THREE sources of funding. (3)
- 2.2 Elaborate on the meaning of franchising. (4)
- 2.3 Read the scenario below and answer the questions that follow.

PROPERTY PROS (PP)

Property Pros is a real estate business. PP buys office buildings and allows their customers to make use of the properties for a long period of time with regular payments according to contract. Recently, PP also bought an existing Dry Clean business.

- 2.3.1 Identify the business avenue applied by PP. Motivate your answer by quoting from the scenario above. (3)
- 2.3.2 Explain the reason why entrepreneurs may decide to purchase an existing business. (6)
- 2.4 Discuss the purpose of a business plan. (6)
- 2.5 Identify the visual aids which are applicable to each of the following statements below.
- 2.5.1 It is a two-dimensional drawing showing a relationship between two set of variables by means of a line/curve/bars. (2)
- 2.5.2 It is provided at the end of the presentation to remind the audience of the key points of the presentation. (2)
- 2.6 Discuss the benefits of establishing a company versus other forms of ownership in terms of "capital and cash flow". (6)
- 2.7 Recommend any FOUR steps in report writing. (8)

[40]

QUESTION 3: BUSINESS ROLES

- 3.1 State THREE causes of stress in the business environment. (3)
- 3.2 Define the term conflict. (2)
- 3.3 Read the scenario below and answer the questions that follow.

Greenwood Attorneys (GA)

Greenwood Attorneys (GA) focuses on ensuring that their business values and ethical principles are in line with the society in which their business operates. They also expect their employees to be professional at all times.

- 3.3.1 Identify the theory of ethics applied by GA. Motivate your answer by quoting from the scenario above. (3)
- 3.3.2 Explain two other theories of ethics that are applicable in the workplace. (6)
- 3.4 Explain the differences between trade unions and workplace forums. (8)
- 3.5 Read the scenario below and answer the questions that follow.

FRESH FRUITS MARKET (FFM)

Fresh Fruits Market has encountered a severe challenge of stage six load shedding. Flooding in their area has also damaged their storeroom. The management of FFM needs to find ways to deal with all their crises.

- 3.5.1 Quote TWO examples of crises from the scenario above. (2)
- 3.5.2 Discuss ways in which businesses can deal with crises in the workplace. (4)
- 3.6 Explain any TWO stages of team development (6)
- 3.7 Recommend ways businesses can deal with/manage change in the workplace. (6)

[40]

QUESTION 4: MISCELLANEOUS**BUSINESS VENTURES**

- 4.1 State TWO types of written information. (2)
- 4.2 Outline the qualities of an entrepreneur. (4)
- 4.3 Identify the form of ownership represented in each statement below.
- 4.3.1 Mokwena and Johnson Attorneys offer their clients legal representation for labour matters. (2)
- 4.3.2 Stylish Ltd manufactures exclusive furniture. (2)
- 4.4 Explain the importance of timelines (4)
- 4.5 Recommend factors that the presenter must consider when preparing a presentation. (6)

BUSINESS ROLES

- 4.6 Read the scenario below and answer the questions that follow:

Renewable Solutions (RS)

Renewable Solutions is a business that provides electricity from renewable sources. They are in the process of installing wind turbines to convert wind energy into electricity. They considered all the supporting and opposing ideas for this project. RS decided to invite experts to help them deal with their challenges.

- 4.6.1 Identify TWO problem-solving techniques used by RS. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 4.6.1

PROBLEM-SOLVING TECHNIQUES	MOTIVATIONS
1.	
2.	

- (6)
- 4.7 Explain the importance of team-work. (6)
- 4.8 Suggest strategies businesses can use to deal with globalisation. (8)

[40]

TOTAL SECTION B: 80

SECTION C

Answer any ONE question in this section.

Clearly indicate the QUESTION NUMBER of the chosen question. The answer to EACH 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 (FORMS OF OWNERSHIP)

When starting a private company, it's important to understand its characteristics. To establish a company, one must follow the necessary procedure for formation of companies. One must also comply with the legal requirements of the name of the company. Also, by choosing a personal liability company as a form of ownership, one can enjoy the advantages it offers.

As an advisor, write an essay about the following aspects:

- Outline the characteristics of a private company.
- Describe the procedure for the formation of companies.
- Explain the legal requirements of the name of the company.
- Advise business about the advantages of a personal liability company.

[40]

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

Understanding the meaning of problem-solving is crucial for personal and professional growth. It is also important to recognize the differences between routine thinking and creative thinking. The benefits of creative thinking in the workplace are many, which a business can take advantage of. To recap these benefits, businesses can create an environment that stimulates creative thinking by encouraging their employees in various ways.

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

- Elaborate on the meaning of problem-solving.
- Differentiate between routine thinking and creative thinking.
- Explain the benefits of creative thinking in the workplace.
- Recommend ways in which businesses can create an environment that stimulates creative thinking.

[40]

TOTAL SECTION C: 40
GRAND TOTAL: 150



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GRADE 11

**BUSINESS STUDIES PAPER 2
2024
MARKING GUIDELINES**

Stanmorephysics.com

MARKS: 150

This marking guidelines consists of 27 pages.

NOTES TO MARKERS

PREAMBLE

The notes to makers are provided for quality assurance purpose to ensure the following:

- a) Fairness, consistency and reliability in the standard of making.
- 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. For marking and moderation purposes, the following colours are recommended:

Level 1: School – Teacher

Level 2: School – Departmental Head

Level 3: District Moderation

Level 4: Provincial Moderation

Level 5: National Moderator

Level 6: Umalusi

Red marking

Green

Orange

Pink

Turquoise

Purple

2. Candidates' responses must be in full sentences for **SECTION B** and **C**. However, this would depend on the nature of the question
3. A comprehensive memorandum 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:
 - Come from another credible source
 - Original
 - A different approach is used

NOTE: There is only ONE correct answer in **SECTION A**.

4. Take note of other relevant answers provided by learners and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marking should be awarded, for example, one mark instead of the maximum of two marks).
5. The word 'Sub-max' is used to facilitate the allocation of marks within a question or sub-question
6. 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 purposes

7. Sub-totals to questions must be written in the right-hand margin. Circle the sub-totals as indicated by the allocation of marks. This must be guided by 'max' in memo. Only the total for each question should appear in the left hand margin next to the appropriate question number.
8. Correct numbering of answers to questions or sub-questions is recommended in SECTION A and B. However, if the numbering is incorrect, follow the sequence of the candidate's responses. Learners 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:** 'COIDA eliminates time and costs spent on lengthy civil court proceedings'✓
- 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. 'COIDA eliminates time and costs spent on lengthy civil court proceedings'✓, because the employer will not be liable for compensation to the employee for injuries sustained during working hours long as it can be proved that the business was not negligent.'✓
- 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 guidelines and the context of each question. Cognitive verbs, such as:
- 11.1. Advise, name, state, mention, outline, motivate, recommend, suggest, (*list not exhaustive*) do not usually require much depth in learner's responses. Therefore, the mark allocation for each statement/answer appears at the end.
- 11.2. Define, describe, explain, discuss, elaborate, compare, distinguish, differentiate, tabulate, justify, devise, 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 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 on answer.

13. SECTION B

13.1. If for example, **FIVE** facts are required, mark the learners **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

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

13.3. If learners are required to provide their own examples/views, brainstorm this at the marking centre to finalise alternative answers

13.4. Use of the cognitive verbs and allocation of marks

i. If the number of facts are specified, questions that requires learners 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.

ii. 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 essays is as follows:

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
Total	40

14.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, paragraphs and a conclusion?	2
Analysis and interpretation	<p>Is the candidate able to break down the question into headings/ sub-headings/interpret it correctly to show understanding of what is being asked?</p> <ul style="list-style-type: none"> • Marks to be allocated using this guide: • All headings addressed: 1 (One 'A') • Interpretation (16-32 marks): 1 (One 'A') 	2
Synthesis	<p>Are there relevant decisions/facts/responses made based on the questions?</p> <p>Marks to be allocated using this guide:</p> <p>Option 1: Only relevant facts: 2 marks (No '-S')</p> <p>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.</p> <p>Option 2: Some relevant facts: 1 mark (One '-S')</p> <p>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.</p> <p>Option 3: Some relevant facts: 1 mark (One '-S')</p> <p>Where a candidate writes FOUR sub-questions, but one/two/three sub-question(s) with irrelevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis.</p> <p>Option 4: No relevant facts: 0 marks (Two '-S')</p> <p>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.</p>	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 learner forfeit 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.

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 leading 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 learners 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 learners, 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.



SECTION A

QUESTION 1

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

(5 x 2)(10)

- 1.2 1.2.1 ethics ✓✓
1.2.2 bar graph ✓✓
1.2.3 limited liability ✓✓
1.2.4 problem-solving ✓✓
1.2.5 work breakdown structure ✓✓

(5 x 2)(10)

- 1.3 1.3.1 H ✓✓
1.3.2 J ✓✓
1.3.3 G ✓✓
1.3.4 I ✓✓
1.3.5 A ✓✓

(5 x 2)(10)

TOTAL SECTION A: 30

QUESTION 2: BUSINESS VENTURES

2.1 Sources of funding

- Equity capital/own capital ✓
- Debt/Borrowed capital ✓
- Grants from government/NGO's ✓
- Debenture ✓
- Lease/Hire purchase ✓
- Overdraft ✓
- Trade credit ✓
- Venture capital ✓
- Angel funding ✓
- Issuing of shares ✓

Any other relevant answer related to the sources of funding.

NOTE: Mark the first THREE answers only.

(3 x 1)(3)

2.2 Meaning of franchising

- Franchising is a license 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. ✓
- 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 the meaning of franchising.

Max (4)

2.3 Scenario

2.3.1 Avenue of acquiring a business from the scenario

Leasing ✓✓

(2)

Motivation

PP buys office buildings and allows their customers to make use of their properties for a long period of time with regular payments according to contract. ✓

(1)

NOTE: Do not award marks for the motivation if the avenue of acquiring a business was incorrectly identified. Max (3)



2.3.2 Reasons why entrepreneurs may decide to purchase an existing business

- Easier to raise finance ✓ 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/Network ✓ is/are already established. ✓
 - A market for business products or services ✓ has already been established. ✓
 - Existing employees and managers will have experience ✓ they can share. ✓
 - Many business problems ✓ have already been solved. ✓
- Any other relevant answer related to reasons why entrepreneurs may decide to purchase an existing business.

Max (6)

2.4 Purpose of a business plan

- Offers direction ✓ of a proposed business. ✓
- A written document ✓ which gives a comprehensive overview 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. ✓
- A tool used to sell ✓ or market the business. ✓
- To identify possible strengths, weaknesses, ✓ opportunities and threats. ✓
- Used to convince other people of the profitability of the business, ✓ such as applying for finance at a bank. ✓

Any other relevant answer related to the purpose of a business plan.

Max (6)

2.5 Visual aids from statements

2.5.1 Graph ✓✓

(2)

2.5.2 Handouts ✓✓

(2)

2.6 Benefits of establishing a company versus other forms of ownership in terms of “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. ✓
- A company is not limited to the individual contribution ✓ of the members' capital. ✓
- The long term growth opportunities for companies are really good ✓ as there are always possibilities of getting in more investors. ✓
- Directors do not have to take out personal loans ✓ to grow the business ✓

Any other relevant answer related to the benefits of establishing a company versus other forms of ownership in terms of “Capital and cash flow”. **Max (6)**

2.7 Steps in report writing

- Define the purpose of a report and who will be reading it. ✓✓
- Be aware of who the reader of the report will be. ✓✓
- Do research in order to gather data. ✓✓
- Plan the report structure e.g. title, contents page, introduction, body and conclusion. ✓✓
- Prepare a work plan, start early and allow time for brainstorming and preliminary research. ✓✓
- Clearly display the topic of the report at the top of the page. ✓✓
- Put together the first draft of the report, print the first draft and read sometime later. ✓✓
- Ensure the information presented is useful to the decision-making process. ✓✓
- Organize and rewrite your material. ✓✓
- Prepare visual aids to help convey the information. ✓✓
- Ensure the report is accurate and to the point. ✓✓
- Balance the quality of information by being specific and straight to the point. ✓✓
- Anticipate the audience and issues, it could be distributed to people whom it was not intended. ✓✓
- Write the executive summary. ✓✓
- Reread the whole report to check for spelling, grammar and layout mistakes. ✓✓

Any other relevant answer related to steps in report writing.


Note: Mark the first FOUR answers only.

Max (8)

[40]

QUESTION 3: BUSINESS ROLES

3.1 Causes of stress in the business environment

- 
- Heavy workload/Unrealistic targets ✓
 - Long working hours ✓
 - Time pressures and deadlines ✓
 - Inadequately trained subordinates ✓
 - The necessity of attending meetings ✓
 - Work demands intruding on family and personal life ✓
 - Keeping up to date with new technology ✓
 - Conflict with those in the business with different beliefs and values ✓
 - Taking work home ✓
 - Interpersonal relationships with colleagues ✓
 - The amount of travel required by work ✓
 - Incompetent bosses ✓
 - Bullying or harassment ✓
 - Job insecurity ✓
 - Lack of accountability ✓
 - Lack of participation in decision-making ✓
 - Lack of finances, human resources or physical resources ✓
 - Poor working conditions ✓
 - A lack of power and influence ✓
 - Badly designed shift systems ✓
 - Changes in job description, management, in technology or in the economy ✓
 - Confrontations and conflicts ✓
 - Inadequate training ✓

Any other relevant answer related to causes of stress in the business environment.

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

3.2 Definition of the term conflict

- Conflict is a struggle/disagreement/argument ✓ between two people. ✓
- Disagreement between two parties ✓ in which one or both parties believe that a personal interest/need is threatened. ✓

Any other relevant answer related to the definition of the term conflict.

Max (2)

3.3 Scenario

3.3.1 The theory of ethics from scenario

The Common Good approach ✓✓ (2)

Motivation

Greenwood Attorneys (GA) focuses on ensuring that their business values and ethical principles are in line with the society in which their business operates. ✓ (1)

NOTE: Do not award marks for the motivation if the avenue of acquiring a business was incorrectly identified. Max (3)



3.3.2 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. ✓

Any other relevant answer related to the Consequentialist theory.

Sub max (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. ✓

Any other relevant answer related to the Right's Approach.

Sub max (3)

Max (6)

3.4 Differences between trade unions and workplace forums

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. ✓	– A workplace forum is not ✓ a legal entity. ✓
Any other relevant answer related to trade unions.	Any other relevant answer related to workplace forums.
Sub max (4)	Sub max (4)

NOTE:

1. The answer does not have to be in tabular format.
2. The difference does not have to link, but must be clear.
3. Award a maximum of TWO (2) marks if the difference is not clear/Mark trade unions or workplace forums only.

Max (8)

3.5 Scenario



3.5.1 Crises from the scenario

- Fresh Fruits Market has encountered a severe challenge of stage six load shedding. ✓
- Flooding in their area has also damaged their storeroom. ✓

Note: 1. Mark the first TWO only.

2. Only award marks for responses that are quoted from the scenario. (2 x 1) (2)

3.5.2 Ways businesses can deal with crisis in the workplace

- Businesses should respond appropriately and quickly ✓ to lessen the effects of the crisis situation. ✓
- 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, ✓ quickly find out what has happened without over-reacting. ✓
- Deal with 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 ✓
- Support/Guide others through the situation ✓ by providing training and support. ✓
- Attempt to contain the situation ✓ to minimise further damage ✓
- Communicate with all stakeholders ✓ so that they are properly informed about what has happened, what the impact is and how it is being dealt with. ✓
- Appoint a spokesperson from the management team ✓ who will deal with all questions and provide information. ✓
- Regain control/Manage the situation in a calm manner ✓ until the crisis is over. ✓

Any other relevant answer related to ways in which businesses can deal with crises in the workplace.

Max (4)

3.6 Stages of team development

Forming stage ✓✓

- This stage is the initial stage where team members get to know one another. ✓
- Team members think about their new tasks and new environment. ✓
- The team learns about team processes and procedures. ✓
- Team members gather information and impressions about each other. ✓
- This is a comfortable stage to be in. ✓



- People focus on being busy with routines, such as team organisation e.g. who does what, when to meet each other, etc. ✓
- Any other relevant answer related to forming stage in team development.

Stage (2)

Explanation (1)

Sub max (3)

Storming ✓✓

- The team begins to face technical, interpersonal and social problems.
- Team members could end up fighting and arguing. ✓
- At this stage, there is conflict because they confront each other with their ideas. ✓
- The true character of team members starts to show as they experience the first round of conflict. ✓
- Different ideas from team members will compete for consideration. ✓
- Team members open-up to each other and confront each other's ideas/perspectives. ✓
- This stage is often unpleasant, but it is necessary for teams to grow. ✓
- Team members need to be matured, patient and tolerant of each other's ideas and behavior in order to move successfully to the next stage. ✓

Any other relevant answer related to storming stage in team development.

Stage (2)

Explanation (1)

Sub max (3)

Norming/Settling and reconciliation ✓✓

- The team starts working through individual/social issues and start to settle down. ✓
- Team members establish their own norms and behaviour. ✓
- They begin to trust each other, and reconciliation takes place. ✓✓
- A team develops good interpersonal skills and members become better at problem solving. ✓
- Team members accept each other and set common goals and values for the team. ✓
- Team members form agreement and consensus. ✓
- Roles and responsibilities are clear and accepted. ✓
- Team members have the ambition to work for the success of the team's goals. ✓
- They cross-train and learn new job skills. ✓
- Team members manage time and quality work with growing competence, confidence and independence. ✓

Any other relevant answer related to norming/settling and reconciliation as a stage in team development.



Stage (2)
Explanation (1)
Sub max (3)

Performing/Working together towards achieving a goal ✓✓

- In this stage, the teams are achieving their goals by helping each other. ✓
- Team members are aware of strategies and aims of the team. ✓
- They have direction without interference from the leader. ✓
- Leaders delegate and oversee the processes and procedures. ✓
- Team members know each other and can function as a unit. ✓
- They find ways to get the job done smoothly without conflict/external supervision. ✓
- Conflict disappears, problems are solved, and successive goals are achieved. ✓
- Team members are motivated and can handle disagreements maturely/positively. ✓
- The team takes pride in its own work and accomplishments. ✓

Any other relevant answer related to performing/working as a team towards a goal as a stage in team development.

Stage (2)
Explanation (1)
Sub max (3)

Adjourning/ Mourning ✓✓

- In this stage, team members must leave a team and prepare themselves for the next team. ✓
- The focus is on the completion of the task/ending the project rather than on task performance. ✓
- All tasks need to be completed before the team finally dissolves. ✓
- It's also the stage for recognition for participation and achievement. ✓
- Breaking up the team may be traumatic as team members may find it difficult to perform as individuals once again. ✓


Any other relevant answer related to adjourning/mourning as a stage in team development.

Stage (2)
Explanation (1)
Sub max (3)

Note: Mark the FIRST answer only.

Max (6)

3.7 Ways businesses can deal with/manage change in the workplace

- 
- Acknowledging that change is stressful and empowering employees to cope with stress. ✓✓
 - Transparency in the process of change is important in building trust with employees. ✓✓
 - Management need to ensure that it communicates with employees and keep all informed of decisions and anticipated changes. ✓✓
 - Do not deviate from the original plan. ✓✓
 - Involve employees in the transformation process. ✓✓
 - The business can manage change easily if employees have interpersonal relationships that are characterised by trust, respect and support. ✓✓
 - Employees should increase their skills levels in order to be more competitive for positions and promotion. ✓✓
 - Acknowledge/Respect differences and focus on achieving the goals/objectives. ✓✓

Any other relevant answer related to ways businesses can deal with/manage change in the workplace.

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Max (8)

[40]

QUESTION 4: MISCELLANEOUS

BUSINESS VENTURES

4.1 Types of written information

- Business reports✓
- Business plans✓
- Informational reports✓
- Research reports✓
- Analytical reports✓

Any other relevant answer related to the types of written information.

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

4.2 Qualities of an entrepreneur

- Desire for responsibility for their decisions and actions in their business.✓✓
 - Taking calculated risks where involve a degree of uncertainty. ✓✓
 - Good management and leadership skills, such as planning, motivating, and controlling.✓✓
 - High levels of energy and good health are essential. ✓✓
 - Dreams with a clear vision and able to achieve long-term goals. ✓✓
 - Confidence in one's ability to succeed in believing themselves to achieve their goals. ✓✓
 - Flexibility in adapting to changing business environment. ✓✓
 - Willpower to overcome obstacles, for example, new competitors. ✓✓
 - Recognising opportunities and convert them into business opportunities.✓✓
 - Showing perseverance by continuing to try until they have reached a goal.✓✓
 - Organisational skills e.g., time management, planning and leadership. ✓✓
 - Passion will keep the entrepreneur motivated when things go wrong. ✓✓
 - A high degree of commitment to their business idea and work hard to achieve their goals. ✓✓
 - Being creative by using creative thinking skills to turn threats into business opportunities in order to be competitive. ✓✓
 - Product and customer focus are needs and wants of their customers. ✓✓
- Any other relevant answer related to the qualities of an entrepreneur.

Max (4)

4.3 Form of ownership from statements

4.3.1 Partnership ✓✓

4.3.2 Public company ✓✓

Max (2 x 2) (4)

4.4 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. ✓
- 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. ✓/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 (4)

4.5 Factors that the presenter must consider when preparing a presentation

- Know your audience. ✓✓
- Presentation should include an introduction, body and conclusion. ✓✓
- State the aims of the presentation in your introduction. ✓✓
- Outline the most important information first. ✓✓
- Use visual aids/tables/graphs/charts/diagrams/pictures effectively. ✓✓
- Use suitable section titles/headings, sub-headings and bullets. ✓✓
- Summarise key findings/Conclude by indicating how goals were met. ✓✓
- Consider external factors, e.g. noisy surroundings, which may influence the presentation. ✓✓
- Keep to the time limit to prevent boredom. ✓✓
- Be well prepared/Research the topic in depth ✓✓
- Allow time for feedback/questions. ✓✓
- Speak clearly and audibly. ✓✓
- Keep eye-contact with the audience. ✓✓

Any other answer related to factors that the presenter must consider when preparing a presentation.

Max (6)

BUSINESS ROLES

4.6 Scenario

4.6.1 Problem-solving techniques from the scenario

PROBLEM-SOLVING TECHNIQUES	MOTIVATIONS
1. Force-field analysis ✓✓	They considered all the supporting and opposing ideas for this project. ✓
2. Delphi technique ✓✓	RS decided to invite experts to help them deal with their challenges. ✓
Sub max (4)	Sub max (2)

Note: 1. Award marks for the problem-solving techniques even if the motivations were incomplete.
 2. Do not award marks for the motivations if the problem-solving techniques were incorrectly identified. **Max (6)**

4.7 Importance of team-work

- Teams have a common goal/purpose✓ that unite team members. ✓
- Teamwork leads to synergy, commitment, high productivity, ✓ employee empowerment, job satisfaction and organisational effectiveness. ✓
- Effective teamwork can provide a basis for consistency✓performing at a high level ✓

Any other answer related to the importance of team-work.

Max (6)

4.8 Strategies businesses can use to deal with globalisation

- Adapt your approach to new operational complexities. ✓✓
- Businesses should be aware of changes in the related industry. ✓✓
- Keep abreast of new technology/processes and developments that could give your business a competitive edge. ✓✓
- Investigate overseas markets for their products. ✓✓
- Source overseas manufactures/materials/suppliers etc. ✓✓
- Build a strategy for connecting with governments. ✓✓
- Comply with international standards of quality. ✓✓
- Comply with international trade laws. ✓✓
- Upgrade the enterprise's information technology (IT) network to enable online purchasing. ✓✓
- Be creative in making products desirable and unique. ✓✓

Any other answer related to strategies businesses can use to deal with globalisation

Max (8)
[40]

TOTAL SECTION B: 80

SECTION C

Mark the **FIRST** answer only.

QUESTION 5: BUSINESS VENTURES

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. ✓
- The name of the company must be registered before it can be incorporated. ✓

Any other relevant introduction related to the characteristics of a private company procedure for formation of a company/legal requirements of the name of the company/ advantages of personal liability company.

Any (2 x 1) (2)

5.2 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. ✓✓
- Shareholders have 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 (12)

5.3 The procedure for the formation of companies



- Determine the people✓ establishing the company. ✓
- 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. ✓
- Register the company✓ at the Companies and Intellectual Property Commission (CIPC). ✓
- A company becomes a legal entity✓ once registration has been finalised ✓
- A company is registered and may start doing business once:
 - the name of the company✓ has been approved. ✓
 - the prescribed fees✓ have been paid. ✓
 - the Notice of Incorporation✓ have been lodged. ✓
 - the application to incorporate✓ a new company has been processed by the CIPC. ✓


Max (12)

5.4 The legal requirements of 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 shortened✓ and translated. ✓
- A company is not allowed✓ to use a misleading name. ✓

Max (12)

5.5 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 continuous. ✓✓
 - 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 exempt 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 (10)

5.6 Conclusion

- The process of company registration is more complicated with legal formalities as compared to the partnership. ✓✓
 - Companies are able to raise capital more than the partnership. ✓✓
- Any other relevant conclusion related to the characteristics of private company, procedure for formation of companies, legal requirements of the name of the company, advantages of personal liability company.

Any (1 x 2) (2)

[40]

BREAKDOWN OF MARK ALLOCATION



DETAILS	MAXIMUM	TOTAL
Introduction	2	32
Characteristics of a private company	12	
Procedure for the formation of companies	12	
Legal requirements of the name of the company	12	
Advantages of a personal liability company	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 only some of the requirements are met.
- Allocate 0 marks where requirements are not met at all.

Question 6: BUSINESS ROLES

6.1 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 introduction related to the meaning of problem-solving, differences between routine thinking and creative thinking, benefits of creative thinking in the workplace, ways in which businesses can create an environment that stimulate creative thinking.

Any (2 x1) (2)

6.2 Meaning of problem solving

- It 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)

6.3 Differences between routine and creative thinking

Routine Thinking	Creative Thinking
– It refers to ordinary/every day ✓ / conventional thinking ✓	– It refers to looking at an opportunity / problem ✓ in a new and different way. ✓
– It is suitable for work that requires logic, consistency ✓ and attention to detail. ✓	– It is invaluable in keeping the business innovative and relevant ✓ in a changing market and to solve new problems. ✓
– It does not lead to new ideas ✓ or pattern of thought. ✓	– It leads to an idea that is original ✓ compared to existing ideas. ✓
– Requires businesses to apply old thinking patterns ✓ to new situations. ✓	– Requires businesses to apply new ways of thinking ✓ to old situations. ✓
Any other relevant answer related to routine thinking.	Any other answer related to creative thinking.
Sub max (6)	Sub max (6)

Note: 1. The answer does not have to be in a tabular format, but the differences must be clear.

2. Award a maximum of FOUR (4) marks if differences are not clear/ Mark either routine thinking or creative thinking only.

Max (12)

6.4 Benefits of creative thinking in the workplace



- 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 (16)

6.5 Ways in which businesses can create an environment that stimulate creative thinking

- Businesses must emphasise the importance of creative thinking to ensure that all staff know that their ideas will be heard. ✓✓
- Encourage staff to come up with new ideas/opinions/solutions. ✓✓
- Encourage job swaps within the organisation/studying how other businesses are doing things. ✓✓
- Encourage alternative ways of working/doing things. ✓✓
- Respond enthusiastically to all ideas and never let anyone feel less important. ✓✓
- Reward creativity with reward schemes for teams/individuals that come up with creative ideas. ✓✓
- Provide a working environment conducive to creativity, free from distractions. ✓✓
- Make time for brainstorming sessions to generate new ideas, e.g. regular workshops/generate more ideas/build on one another's ideas. ✓✓



- Place suggestion boxes around the workplace and keep communication channels open for new ideas. ✓✓
 - Train staff in innovative techniques/creative problem-solving skills/mind-mapping/lateral thinking. ✓✓
- Any other answer related to ways in which businesses can create an environment that stimulate creative thinking

Max (10)

6.6 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 conclusion related to the meaning of problem-solving, differences between routine thinking and creative thinking, benefits of creative thinking in the workplace, ways in which businesses can create an environment that stimulate creative thinking.

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

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	32
Meaning of problem-solving	8	
Differences between routine thinking and creative thinking	12	
Benefits of creative thinking in the workplace	16	
Ways in which businesses can create an environment that stimulate creative thinking	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 only some of the requirements are met.

Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: 40

GRAND TOTAL: 150