



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
EDUCATION

MOPANI WEST

Stanmorephysics.com

GRADE 11

BUSINESS STUDIES P2
MID YEAR EXAMINATION
MAY/JUNE 2023

QUESTION PAPER

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TOTAL MARKS: 150

DURATION: 2 hours

This question paper consists of 9 pages including cover page

INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

- 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.
- Read the instructions for each question carefully and take note of what is required.
Note that ONLY the first TWO questions in SECTION B and the FIRST question in SECTION C will be marked.
- 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.
- Except where other instructions are given, answers must be in full sentences.
- Use the mark allocation and nature of each question to determine the length and depth of an answer.
- 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	30
B: THREE direct/indirect type questions CHOICE : Answer any TWO	2	40	30
	3	40	30
	4	40	30
C: TWO essay-type questions CHOICE ONE	5	40	30
	6	40	30
TOTAL		150	120

- Begin the answer to EACH Question on a NEW page, for example QUESTION 1 new page, QUESTION 2-new page, et cetera.
- You may use a non-programmable calculator.
- Write neatly and legibly.

SECTION A (COMPULSORY)

QUESTION 1

1.1 Various options are provided as possible answers to the following questions. Write only the letter (A-D) of the correct answer next to the question number (1.1.1-1.1.5) in the ANSWER BOOK, for example 1.1.6 B

1.1.1 The term 'limited' at the end of the name of public company means.....

- A. The number of shareholders is limited
- B. The profits are limited
- C. The liability of shareholders is limited
- D. The continuity of the business is limited

1.1.2 Creative solutions should be carefully assessed to ensure they are:

- A. Acceptable to all the interested parties involved
- B. Limited in the number of identified needs that they meet
- C. Complex in their structure
- D. Satisfactory in the short term.

1.1.3 Jack and Jill Florists is an example of a.....

- A. Private company
- B. Sole trader
- C. Partnership
- D. Close corporation

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

- A. Dekker SOC Ltd
- B. Cyril (Pty) Ltd
- C. Colleen Ltd
- D. Jim and Son

1.1.5 Ideas that are original and useful to solve business challenges:

- A. Creative thinking
- B. Lateral thinking
- C. Non-conventional solutions
- D. Quality assurance

(5 x 2) (10)

- 1.2 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1-1.2.5) in the ANSWER BOOK. Each word should only be used once.

limited, code of conduct, creative thinking, personal liability, change management, routine thinking, unlimited, crisis management, private, moral compass

- 1.2.1 ... is a series of steps of doing things in the same way
- 1.2.2 The partnership may have a/an ... life span upon the withdrawal or death of a partner.
- 1.2.3 ... is the process that a business uses to deal with an emergency.
- 1.2.4 ... is a set of rules and responsibilities of an organisation or business that employees need.
- 1.2.5 The directors of a ... company are jointly and severally liable for the debts of the company.

(5 x2) (10)

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- 1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A -H) next to the question number (1.3.1-1.3.5) in the ANSWER BOOK, e.g. 1.3.6 K.

COLUMN A	COLUMN B
1.3.1 franchisor	A. a person who rents property or land also known as the tenant
1.3.2 Notice of Incorporation	B. doing what is right and making decisions in the interest of the public and society
1.3.3 Delphi Technique	C. the person or company that owns the business model and related trademarks
1.3.4 Ethics	D. is not allowed to sell shares to the public.
1.3.5 Private company:	E. a panel of experts who never meet each other face-to-face, comes up with creative solutions to problems.
	F. serves as the constitution of a company
	G. when people with specific skills and abilities use their knowledge in a specific job or profession
	H. raises capital by issuing shares to the public and borrowing capital by issuing a debenture
	I. A process that takes people, employees and organisation from the present to a future desired change.
	J. Must be lodged together with the Standard Form of the Memorandum of Incorporation

(5 x 2) (10)

TOTAL SECTION A: 30

SECTION B

Choose **TWO** questions from this section.

QUESTION 2: BUSINESS VENTURES

2.1 Elaborate on the meaning Memorandum of Incorporation (2)

2.2 Outline **FOUR** aspects that must be included in the prospectus (8)

2.3 Read the scenario below and answer the questions that follow

Jack Consulting (JC)

Jack Consulting is well known for winning business cases. The management of JC requested Leemer Attorneys to handle some of their complicated business cases. The business signed a contract with MP and pay them monthly for the use of a property for a specified period of time.

2.3.1 Identify **TWO** business avenues used by JC. Motivate your answer by quoting from the scenario above.

Use the table below as a guide to answer QUESTION 2.3.1

Business avenues	Motivations
1.	
2.	

(6)

2.3.2 Discuss the disadvantages of the other business avenue not mentioned in QUESTION 2.3.1 (4)

2.4 Explain the benefits of establishing a company according to the following aspects:

- Legal status and liability (4)
- Ownership and management (4)

2.5 Discuss the advantages of non-profit organisation (NPO). (6)

2.6 Advise businesses on the contractual implications of franchising. (6)

[40]

QUESTION 3: BUSINESS ROLES

- 3.1 Elaborate on the meaning of stress (2)
- 3.2 Outline any FOUR causes of stress in a workplace. (8)
- 3.3 Discuss the advantages of working with others to solve problems (4)
- 3.4 Differentiate between routine thinking and creative thinking. (8)
- 3.5 Explain TWO major changes that people and businesses deal with. (8)
- 3.6 Read the scenario below and answer the questions that follow

JONAS WELDING (JW)

Jonas Welding is a business that installs burglar doors and windows. JW decided to reduce the number of workers in an effort to reduce the cost of the salaries and wages bill. The business also bought a new power generator to address the ongoing challenge of load shedding.

- 3.6.1 Identify TWO causes of change that JSS had to deal with. Motivate your answer by quoting from the scenario above
- Use the table below as a guide to answer QUESTION 3.6.1

Causes of change	Motivations
1.	
2.	

(6)

- 3.6.2 Recommend ways businesses can manage change in the workplace (4)

[40]

QUESTION 4: MISCELLANEOUS

BUSINESS VENTURES

- 4.1 Elaborate on the meaning of franchising (2)
- 4.2 Outline advantages of state-owned company (SOC) (8)
- 4.3 Explain the characteristics of a partnership (4)
- 4.4 Discuss the challenges of establishing a company versus other forms of ownership (6)

BUSINESS ROLES

- 4.5 Define the term crisis (2)
- 4.6 Outline the importance of stress management in the workplace (8)
- 4.7 Read the scenario below and answer the questions that follow.

SONNY STYLES (SS)

Sonny Styles specializes in styling and Art direction in the advertising industry. The management of SS wants to change the structure of the business in order to introduce additional services. Some employees are resisting change as they feel that it is not necessary to change the business structure.

- 4.7.1 Identify the problem-solving technique that SS could apply in order to change the structure of the business. (2)
- 4.7.2 Advise SS on how they could apply the problem-solving technique mentioned in QUESTION 4.7.1. (4)
- 4.8 Explain the benefits of creative thinking in the workplace. (4)

[40]

TOTAL SECTION B: 80

SECTION C

Answer only ONE question in this section.

NOTE: Clearly indicate the QUESTION NUMBER of the chosen question. The answer to question chosen must start on a NEW page.

QUESTION 5: BUSINESS VENTURES

Partnership and other forms of ownership possess unique characteristics. Many entrepreneurs prefer to establish a public company for expansion and growth. While others prefer a private company to avoid selling shares to the public. However all of them need to follow the correct procedure for the formation of companies.

Based on the statement above, write an essay on the following aspects:

- Outline the disadvantages of a sole trader.
- Differentiate between public and private companies.
- Explain the procedure for the formation of companies.
- Advise entrepreneurs on the legal requirements of the name of the company.

(40)

QUESTION 6: BUSINESS ROLES (PROFESSIONALISM AND ETHICS)

Businesses should have a clear understanding of the distinction between professionalism and ethics. They must also be able to explain the principles of professionalism and the benefits of an ethical business venture. There are various ways in which professional, ethical and effective business practices should be conducted by businesses

As an expert in business ethics and professionalism, write an essay on the following:

- Outline the principles of professionalism.
- Differentiate between professionalism and ethics.
- Explain the advantages of ethical business ventures.
- Suggest ways in which professional, responsible, ethical and effective business practice should be conducted.

(40)

TOTAL SECTION C: 40

GRAND TOTAL: 150



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**BUSINESS STUDIES P2
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MARKING GUIDELINES**

TOTAL MARKS: 150

This Marking guideline consists of 26 pages

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. For marking and moderation purposes, the following colours are recommended:
Marker: Red
Moderator: Green
2. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question.
3. 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.
4. 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.)
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 and moderation purposes.
7. 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.
8. In an indirect question, the theory as well as the response must be relevant and related to the question.
9. 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.

10. No additional credit must be given for repetition of facts. Indicate with an 'R'.
11. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:
- 11.1 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.'✓
- 11.2 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 as 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.
12. 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:
- 12.1 Advise, name, state, outline, motivate, recommend, suggest, (list not exhaustive) do not usually require much depth in candidates' responses. Therefore, the mark allocation for each statement/answer appears at the end.
- 12.2 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.
13. Mark only the FIRST answer where candidates offer more than one answer for SECTION B and C questions that require one answer

14. SECTION B

- 14.1 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)

- 14.2 If two facts are written in one sentence, award the candidate FULL credit. Point 14.1 above still applies.

- 14.3 If candidates are required to provide their own examples/views, brainstorm this at the marking centre and refer to the DBE internal moderator to finalise the alternative answers in consultation with the UMALUSI external moderators.

- 14.4 Use of the cognitive verbs and allocation of marks:

- 14.4.1 If the number of facts are 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.

- 14.4.2 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.

- 14.5 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).

15. SECTION C

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

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

15.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, paragraphs 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? Option 1: Only relevant facts: 2marks (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 sub-questions, but one/two/three sub-questions with no relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 4: No relevant facts: 0 mark (Two '-S') Where a candidate answers less than 50% (only one sub-question) of the questions with no relevant facts; two '-S' appears in the left margin. Award a ZERO-mark 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.

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

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

- 15.5 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'.
- 15.6 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

- 15.7 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 MARKS BREAKDOWN at the end of each question.)
- 15.8 If the candidate identifies/interprets the question INCORRECTLY, then he/she may still obtain marks for layout.
- 15.9 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.
- 15.10
 - 15.10.1 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.
 - 15.10.2 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.
- 15.11 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 (COMPULSOARY)

QUESTION 1

1.1

1.1.1 C ✓✓

1.1.2 A ✓✓

1.1.3 C ✓✓

1.1.4 A ✓✓

1.1.5 A ✓✓

(10)

1.2

1.2.1 routine thinking ✓✓

1.2.2 limited ✓✓

1.2.3 crisis management ✓✓

1.2.4 code of conduct ✓✓

1.2.5 personal liability ✓✓

(10)

1.3

1.3.1 C ✓✓

1.3.2 J ✓✓

1.3.3 E ✓✓

1.3.4 B ✓✓

1.3.5 D ✓✓

(10)

TOTAL SECTION A: 30

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

SECTION B

QUESTION 2 BUSINESS VENTURES

2.1 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 Memorandum of Incorporation

(2)

2.2 Aspects that must be included in the prospectus

- Name of the company ✓✓
- Company overview, including the vision, mission, and goals of a business ✓✓
- Product or service portfolio ✓✓
- Market analysis and strategy ✓✓
- Management team ✓✓
- The risks and potential of the business ✓✓
- Available financial and share information ✓✓
- Company's assets and liabilities ✓✓
- Financial position ✓✓
- Profits and losses ✓✓
- Cash flow ✓✓
- Prospects for growth ✓✓
- Pre-incorporation contracts that have been signed ✓✓
- Date of registration of the prospectus ✓✓
- The minimum subscription ✓✓
- Purpose of the offer ✓✓
- Share capital ✓✓
- Shares issued ✓✓
- Property owned ✓✓
- Preliminary expenses ✓✓
- Any other relevant answer related to aspects that must be included in the prospectus

NOTE: Mark the first FOUR (4) only

(4 x 2) 8

2.3 Business avenues

2.3.1

Business avenues	Motivations
1. Outsourcing ✓✓	The management of JC requested Leemer Attorneys to handle some of their complicated business cases. ✓
2. Leasing ✓✓	The businesses also signed a contract with MP and pay them monthly for the use of a property for a specified period of time. ✓
Submax (4)	Submax (2)

- NOTE:**
1. Mark the first TWO (2) only.
 2. The answer does not have to be in tabular format.
 3. **DO NOT** Award marks for the motivation if business avenue is incorrect
 4. Accept responses in any order
- Max (6)**

2.3.2 Disadvantages of Franchising

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

NOTE: DO NOT Award marks for disadvantages of outsourcing and leasing
Max (4)

2.4 The benefits of establishing a company

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 names✓, and these are protected. ✓
- Any other relevant answer related to legal status and liability

Sub max (4)

Ownership and management

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

Sub max (4)

Max (8)

2.5 Advantages of non-profit organisation (NPO)

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

Max (6)

2.6 Contractual implications of franchising

- Policies that govern the product and services ✓✓
- Royalties and the dates of payment ✓✓
- The form of ownership that the franchise will use ✓✓
- Operation specifications like marketing strategy and pricing ✓✓
- A termination clause that details the circumstances under which the parties may end the legal relationship ✓✓
- Any other relevant answer related to contractual implications of franchising

Max (6)

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	2
2.2	8
2.3.1	6
2.3.2	4
2.4	8
2.5	6
2.6	6
TOTAL	40

QUESTION 3 BUSINESS ROLES

3.1 Elaborate on the meaning of stress

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

Max (2)

3.2 Causes of stress in a workplace.

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

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

Max (8)

3.3 Advantages of working with others to solve problems

- There are different perspectives to be considered✓ because it could be difficult to be creative and innovative on your own. ✓
- Access to a broader base of skills, knowledge, and experiences ✓helps if you can get the opinion of others on a matter. ✓
- More ideas can be triggered from other employees' ideas ✓which can help the problem-solving process. ✓
- It facilitates learning from one another ✓when colleagues are able to teach or explain things to one another, especially when working in groups. ✓
- Working together is encouraged✓ to produce greater results. ✓
- The workload decreases✓ because everyone shares the problem and their experiences✓
- Any other relevant answer related to advantage of working with others to solve problems

Max (4)

3.4 Differentiate between routine thinking and creative thinking

Routine thinking	Creative thinking
Is associated with a LEFT brain function✓ where the focus is on logical thought and a methodical way of doing things. ✓	Is associated with a RIGHT brain function✓ 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✓
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
Submax (4)	Submax (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)

3.5 Major changes that people and businesses deal with

Unemployment✓✓

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

Change (2)

Explanation (2)

Submax (4)

Retrenchment✓✓

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

Change (2)

Explanation (2)

Submax(4)

Globalisation✓✓

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

Change (2)

Explanation (2)

Submax(4)

Affirmative Action✓✓

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

Change (2)

Explanation (2)

Submax(4)

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

Max 8

3.6 Change management

3.6.1 Causes of change from the scenario

Causes of change	Motivations
1. retrenchment✓✓	JW decided to reduce the number of workers in an effort to reduce the cost of the salaries and wages bill.✓
2. new equipment✓✓	The business also bought a new power generator to address the ongoing challenge of load shedding. ✓
Submax (4)	Submax (2)

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

2. The answer does not have to be in tabular format.

3. DO NOT Award marks for the motivation if the cause of chance is incorrect

4. Accept responses in any order

Max (6)

3.3.2 Ways businesses can manage change in the workplace

- Businesses should recognise the differences that manifest when change processes are started and set out to achieve the goals and/or objectives of the process for change. ✓✓
- Businesses should recognise that change creates stress and disequilibrium for employees. ✓✓
- It is important for businesses to capacitate the employees with stress and change management solutions to cope with different situations. ✓✓
- Employers should engage employees in the process of change to build trust. ✓✓
- By consulting and communicating with employees, management shows that they are transparent and are keeping all staff informed of the expected changes. ✓✓
- Management should adhere to the plan and not move away from it. ✓✓
- All employees should be participative in the transformation process. ✓✓
- Change can be implemented easily if employees have good interpersonal relationships demonstrating trust, respect and support for each other. ✓✓
- To ensure that employees have a competitive advantage for promotion purposes, they should practice lifelong learning to ensure that they have the expected skills and knowledge base. ✓✓
- Any other relevant answer related to ways businesses can manage change in the workplace

Max (4)



BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	2
3.2	8
3.3	4
3.4	8
3.5	8
3.6.1	6
3.6.2	4
TOTAL	40

QUESTION 4: MISCELLANEOUS

BUSINESS VENTURES

4.1 The meaning of franchising

- Franchising is a licence to use the name, idea, and processes of an existing business ✓ in a specific geographic area. ✓
- A franchise is an agreement ✓ between a franchisor and a franchisee. ✓
- According to a franchise agreement, the franchisee obtains the right from the franchisor ✓ to use the name and trademark of the franchisor and to sell the franchisor's products. ✓
- A franchise serves as a marketing and distribution system ✓ for franchisors. ✓
- Many restaurant chains in South Africa, such as Debonairs, KFC, Wimpy, Steers and McDonald's, ✓ are run as franchises ✓
- Any other relevant answer related to the meaning of franchising

Max (2)

4.2 Advantages of state-owned company (SOC)

- Profits may be used to finance other state departments. ✓✓
- Offer essential services which may not be offered by the private sector. ✓✓
- Prices are kept reasonable. ✓✓
- Wasteful duplication of services is eliminated. ✓✓
- Planning can be coordinated through central control. ✓✓
- Generates income to finance social programmes. ✓✓
- Jobs are created for all skills levels ✓✓
- Any other relevant answer related to advantages of state-owned company

Max (8)

4.3 The characteristics of a partnership

- A partnership is an agreement ✓ between two or more persons. ✓
- Each partner contributes to the partnership, ✓ for example, skills, resources or money into the business. ✓
- Profit and losses are shared among partners ✓ according to the partnership agreement. ✓

- Partnerships are not legal entities. ✓ This means that partnerships do not pay tax in their personal capacities. ✓
- Profit is divided among partners in a ratio ✓ as agreed in the partnership agreement. ✓
- No legal requirements ✓ regarding the name of the business ✓
- Partners have unlimited liability ✓ and are jointly and severally liable for the debts of the business. ✓
- The auditing ✓ of financial statements is optional. ✓
- Partners share responsibilities ✓ and they are all involved in decision-making. ✓
- No legal formalities to start, ✓ only a written partnership agreement is required. ✓
- Partnership has no legal personality ✓ and therefore has no continuity when a partner leaves the business. ✓
- The legal liabilities lie with the partners ✓ and they cannot shift the liability to the business. ✓
- Any other relevant answer related to the characteristics of a partnership

Max (4)

4.4 Challenges of establishing a company versus other forms of ownership

- The owners of the company have more liability ✓. Directors might not have a personal stake in the company. ✓
- If directors change, ✓ there might be a difference in the continuity of management. ✓
- Directors may not have a personal interest in the business, ✓ and this could prevent the business from gaining help to maximise growth and profits. ✓
- There may be a conflict ✓ between the owners of the company and the management in control. ✓
- Politics can get in the way ✓ and directors are appointed for the wrong reasons. ✓
- A company may cease to exist ✓ if it is deregistered by CIPC. ✓
- Any other relevant answer related to challenges of establishing a company versus other forms of ownership

Max (6)

BUSINESS ROLES

4.5 Definition of the term crisis

- A crisis is an unforeseen event ✓ that can cause major changes in an organisation ✓
- It refers to a sudden or potentially disastrous series of events ✓ that may occur. ✓
- A crisis may be a time of intense difficulty, trouble or danger ✓ that the business may face. ✓
- It may also be any situation that threatens people ✓ at home or at work. ✓
- The crisis or unforeseen event can cause major changes ✓ in the business organisation ✓
- Any other relevant answer related to definition of the term crisis

Max (2)

4.6.1 Importance of stress management in the workplace

- If stress is not managed effectively, it can result in absenteeism, poor performance of staff, conflict, grievances and complaints, amongst other things 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 or complaints that lead to staff turnover can be addressed if stress is well-managed. ✓✓
- Conflict and interpersonal problems can be avoided if stress is managed at the workplace. ✓✓
- Having stressed and tired employees serving the public may lead to poor service and unhappy customers and can be avoided through good stress management. ✓✓
- Stressed employees are more likely to cling to the old ways of doing things by resisting change, but this can be managed through proper management of stress. ✓✓
- Constant stress can cause many problems for a business since it can become an unhealthy working environment. ✓✓
- Too much stress can become a barrier to success and lower the performance of employees. ✓✓
- Any other relevant answer related to the importance of stress management

Max (8)

4.7 Problem-solving

4.7.1 Problem-solving technique from the scenario

Force Field Analysis ✓✓

(2)

4.7.2 The application of Force Field Analysis

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

- Identify priorities and develop an action plan ✓✓
- Any other relevant answer related to the application of Force Field Analysis (4)

Max (6)

4.8 The benefits of creative thinking in the workplace

- Creative thinking will lead to improved participation of staff members, ✓ which will ensure the generation of new ideas. ✓
- The business will have competitive advantage over other businesses ✓ because of the unique strategies that are introduced. ✓
- Businesses will be able to solve ✓ complex problems. ✓
- As management and employees introduce and create many ideas, saving time and money for the business, ✓ productivity will increase. ✓
- Managers and employees will demonstrate more confidence ✓ as they perform their duties. ✓
- Managers will be inspired to lead their teams ✓ more efficiently. ✓
- Managers and employees will apply their knowledge in a collaborative manner when performing their duties. ✓
- The morale among staff members ✓ will be improved. ✓
- Leads to a more positive attitude ✓ as managers and employees feel that they have contributed towards problem-solving. ✓
- Creative thinking will ensure that managers and employees stay abreast of the latest developments ✓ in technology. ✓
- Managers and employees will be more creative ✓ as they are challenged to work outside of their comfort zones. ✓
- Creativity may lead to new inventions ✓, which will improve the general standard of living. ✓
- Managers and employees will feel that they have contributed ✓ towards problem-solving. ✓
- Any other relevant answer related to the benefits of creative thinking in the workplace

Max (4)

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	2
4.2	8
4.3	4
4.4	6
4.5	2
4.6	8
4.7.1	2
4.7.2	4
4.8	4
TOTAL	40

SECTION C

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. ✓
- To set up a company is an expensive and complicated procedure with many legal requirements to follow. ✓
- Any other relevant introduction related to the disadvantages of a sole trader/ difference between public and private companies/ formation procedures for companies/ legal requirements of the name of a company

(Any 2x1) (2)

5.2 Disadvantages of a sole trader

- The owner contributes only their skills, time, and energy to the business. ✓✓
- The business cannot continue to exist if the owner dies or retires. ✓✓
- Capital is limited to the amount of money the owner has access to. ✓✓
- Unlimited liability which means the owner is responsible for all debts incurred by the business. ✓✓
- Cash flow is often a problem. ✓✓
- Growth of business can be restricted due to lack of capital. ✓✓
- Not a legal entity and no continuity. ✓✓
- Difficult to attract highly skilled and knowledgeable employees. ✓✓
- The owner is responsible for providing all the capital needed. ✓✓
- If the owner does not have enough knowledge or experience, the business may fail. ✓✓
- Any other relevant answer related to the disadvantages of a sole trader.

Max (12)

5.3 Differentiate between public and private companies

PRIVATE COMPANY	PUBLIC COMPANY
• May not offer shares✓ to the general public✓	• Trades its shares publicly✓ on the Johannesburg Securities Exchange✓
• Shares are ✓not freely transferable✓	• Shares are freely ✓transferable✓
• Minimum of one ✓ director✓	• Minimum of three ✓ directors✓
• Name must end ✓ with Propriety Limited/ (Pty) Ltd✓	• Name must end✓ with Limited/Ltd✓

<ul style="list-style-type: none"> Annual financial statements need not ✓ be audited and published✓ 	<ul style="list-style-type: none"> Annual financial statements need ✓ to be audited and published✓
<ul style="list-style-type: none"> Does not need to publish a prospectus✓ as it cannot trade its shares publicly✓ 	<ul style="list-style-type: none"> Have to register and publish ✓ a prospectus with the companies and Intellectual Property commission/ CIPC✓
<ul style="list-style-type: none"> The company is not required to raise ✓ the minimum subscription/ issue minimum shares✓ 	<ul style="list-style-type: none"> Must raise a minimum subscription ✓ prior to commencement of the company✓
<ul style="list-style-type: none"> Any other relevant answer related to private company 	<ul style="list-style-type: none"> Any other relevant answer relate to public company
Submax (8)	Submax (8)

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 EIGHT (8) marks if the differences are not clear/Mark either private company or public company only.

Max (16)

5.4 The procedure for the formation of companies

- Determine the people✓ establishing the company✓
- Reserve a company name ✓with the Register of Companies✓
- Prepare a ✓memorandum of incorporation✓
- File a ✓notice of incorporation✓
- Obtain a unique ✓registration number✓
- All companies must be registered✓ with the Registrar of Companies✓
- Open a bank account✓ and register for taxation✓
- Draw up a prospectus✓ for potential investors✓
- Any other relevant answer related to procedure for the formation of companies

Max (10)

5.5 The legal requirements of the name of the company

- The name of a company must be original and must not be misleading✓✓
- A company's name must appear on all company documents, e.g. on letterheads✓✓
- Reserving a name for a company is the first step to register a company, but it is not compulsory✓✓
- Names can be reserved for a period of 6 months by the CIPC✓✓
- The name must not be similar/same as any other company unless it is part of the group✓✓
- The name must not imply/suggest/mislead a person to believe that the company is part of another person/business/ the state✓✓

- The name must not be offensive/promote violence/hatred and cause any harm ✓✓
- The name must not be shortened and translated ✓✓
- The name of a company must show the type of company ✓✓
- Any other relevant answer related to legal requirements of the name of the company

Max (8)

5.6 Conclusion

- There are many legal formalities with the formation of companies which will contribute to the limited liability of the shareholders. ✓✓
- Entrepreneurs must ensure that they choose the right form of ownership to be successful. ✓✓
- Entrepreneurs must ensure that all legal requirement are satisfied when deciding on the name of the company. ✓✓
- Any other relevant conclusion related to the disadvantages of a sole trader/ difference between public and private companies/ formation procedures for companies/ legal requirements of the name of a company

Any (1 x 2) (2)

[40]

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Disadvantages of a sole trader.	12	
Differences between public and private companies.	16	
Procedure for the formation of companies.	10	
Legal requirements of the name of the company.	8	
Conclusion	2	8
INSIGHT		
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	40
TOTAL MARKS		

LASO- For each components:

Allocate 2 marks if all requirements are met

Allocate 1 mark if some requirements are met

Allocate 0 marks where requirements are not met at all.

QUESTION 6: BUSINESS ROLESS

6.1 Introduction

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

(Any 2 × 1) (2)

6.2 Principles of professionalism

- Employees should respect themselves and rights of others e.g. respect other languages/culture✓✓
- Respect the image of the business/your profession e.g. adhere to the dress code of the business/profession✓✓
- Act with integrity/honesty/reliability e.g. keep to working hours' even if no other workers are around/do not use the business resources for personal gain✓✓
- Be committed to quality and apply skills and knowledge to the benefit of the business/society at large✓✓
- Adhere to confidentiality measures by not disclosing sensitive information about customers/business✓✓
- Remain objective, act fairly and justly to all without being biased or showing favouritism✓✓
- Continually improves/develop skills and knowledge e.g. attending refresher courses and seminars✓✓
- Share knowledge by investing time and expertise in junior staff member's e.g. uplifting/empowering others✓✓
- Any other relevant answer related to the principles of professionalism.

(12)

6.3 Differentiate between professionalism and ethics.

PROFESSIONALISM	ETHICS
<ul style="list-style-type: none"> Refers to when a person acquires knowledge and skills ✓ to practice a specific job or profession ✓ 	<ul style="list-style-type: none"> Refers to the principles of right and wrong ✓ and what is acceptable in society. ✓
<ul style="list-style-type: none"> Set of standards ✓ of expected behaviour. ✓ 	<ul style="list-style-type: none"> Conforms to a set of values that are morally acceptable ✓ within a business or organisation. ✓
<ul style="list-style-type: none"> Applies a code of conduct ✓ of a profession or business. ✓ 	<ul style="list-style-type: none"> Forms part of a code of conduct ✓ to guide employees to conduct themselves ethically. ✓
<ul style="list-style-type: none"> Focuses on upholding ✓ the reputation of a business or profession. ✓ 	<ul style="list-style-type: none"> Focuses on developing a moral-compass ✓ for decision-making. ✓
<ul style="list-style-type: none"> Includes guidelines for the appearance, conduct, communication, attitude, roles and responsibilities ✓ of employees within the business or organisation. ✓ 	<ul style="list-style-type: none"> Involves following the principles ✓ of right and wrong in business practices. ✓
<ul style="list-style-type: none"> Any other relevant answer 	<ul style="list-style-type: none"> Any other relevant answer
Submax (8)	Submax (8)

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 EIGHT (8) marks if the differences are not clear/Mark either professionalism or ethics only.

Max (16)

6.4 Advantages of ethical business ventures

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

Max (10)

6.5 Ways in which professional, responsible, ethical and effective business practice should be conducted

- Businesses should treat all employees equally. ✓✓
- Plan properly and put preventative measures in place. ✓✓
- Pay fair wages/salaries which are in line with the minimum requirements of the BCEA/Remunerate employees for working overtime/during public holidays. ✓✓
- Engage in environmental awareness programmes/Refrain from polluting the environment, for example, by legally disposing of toxic waste. ✓✓
- Refrain from starting a venture using other businesses' ideas that are protected by law. ✓✓
- Business decisions and actions must be clear/transparent to all stakeholders. ✓✓
- Businesses should be accountable/responsible for their decisions and actions/patent rights. ✓✓
- Hiring honest/trustworthy accountants/financial officers with good credentials. ✓✓
- Regular/Timeous payment of taxes. ✓✓
- Draw up a code of ethics/conduct. ✓✓
- Ongoing development and training for all employees. ✓✓
- Performance management systems/Appraisals should be in place. ✓✓
- Adequate internal controls/monitoring/evaluation. ✓✓
- Any other relevant answer related to ways in which professional, responsible, ethical and effective business practices should be conducted.

Max (8)

6.6 Conclusion

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

Any (1 x 2) (2)

[40]



QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Principles of professionalism	12	
Differentiate between professionalism and ethics.	16	
Advantages of ethical business ventures.	10	
Ways in which professional, responsible, ethical and effective business practice should be conducted.	8	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO- For each components:

Allocate 2 marks if all requirements are met

Allocate 1 mark if some requirements are met

Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: 40

GRAND TOTAL: 150