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MARKS: 100

TIME: 1.5 hours

This question paper consists of 7 pages

### INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

1. This question paper consists of THREE sections,

SECTION A: COMPULSORY

SECTION B: Consists of questions.

Answer any TWO of the three questions in this section.

SECTION C: Consists of TWO questions.

Answer any ONE of the four questions in this section.

- 2. Read the instructions for each question carefully and take particular note of what is required.
- 3. Number the answers carefully according to the numbering system used in this question paper. No marks will be awarded for answers that are numbered incorrectly.
- 4. Except where other instructions are given, answers must be written in full sentences.
- 5. Use the mark allocation and nature of each question to determine the length and depth of an answer.
- 6. Use the table below as guide for mark and time allocation when answering each question.

	SECTION	QUESTION	MARKS	TIME
A:	Objective-type questions COMPULSORY	1	20	15 minutes
B:	THREE direct/indirect-	2	20	15 minutes
	type questions	3	20	15 minutes
	CHOICE (Answer any TWO.)	4	20	15 minutes
C:	TWO essay-type	5	40	30 minutes
	questions CHOICE (Answer any ONE.)	6	40	30 minutes
	TOTAL		100	120 minutes

- 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)
  - 1.1.1 Teams go through a period of unease/conflict after formation.
    - A. Performing
    - B. Storming
    - C. Forming
    - D. Norming
  - 1.1.2 Team dynamic theories help business to ....
    - A. Establish good relations with teams
    - B. Allocate tasks to team members with similar personalities
    - C. Promote total satisfaction
    - D. Allocate tasks according to the roles of team members.
  - 1.1.3. A set of facts/figures systematically displayed, especially in columns.
    - A. Table
    - B. Diagram
    - C. Handout
    - D. Poster
  - 1.1.4. A collection of pages arranged in a sequence that contain text and images for presenting to an audience.
    - A. Interactive whiteboard
    - B. Power point
    - C. Data projector
    - D. Graphs
  - 1.1.5. One of the project planning steps is to ....
    - A. Develop vision and mission
    - B. Arrange the steps chronologically
    - C. Review planning steps
    - D. Monitor the progress

(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.

perseverance, slides, accountability, timelines, action plan, tables, Gantt chart, business plan, Sustainability, responsible

- 1.2.1. A visual representation of chronological information.
- 1.2.2. A written document which gives a comprehensive overview of a proposed business.
- 1.2.3. When entrepreneur does not give up despite any challenges and problems.
- 1.2.4. When entrepreneur accept positive and negative outcomes.
- 1.2.5. On preparation of this visual aid, start with text/heading.

(10)

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TOTAL

[20]

### SECTION B

Answer ANY TWO questions in this section.

### **QUESTION 2:**

- 2.1 Elaborate on the meaning of *conflict in* workplace (4)
- 2.2. Explain ways in which work forums are differ from trade unions
- 2.3. Read the scenario below and answer the question that follow:

### Focused (Pty) LTD

Focused is the owner of a flower shop. Her business should keep a record of the people buying their products. She took a calculated risk by using her inheritance to start the business without having any business experience. She works extra hours to make the business a success as she was determined to achieve his dream. She is good planner and organiser. She must collect the customers' contact details.

- 2.3.1. Identify entrepreneur qualities in the above scenario.
- 2.3.2 Suggest strategies that the business can use to remain profitable and sustainability
  - Maintain a solid customer base
     (2)
  - Behave ethically (2)
  - Being social responsible (2)

[20]

(4)

(6)

(4)

### **QUESTION 3:**

3.1 Outline the sources of funding,

1

3.2 Read the scenario below answer the question that follow

### DILLA LODGE

Sima and Nandy started their business, Dilla Lodge at the beginning of 2022. They are both looking forward to opportunities of tourists at Alfred Nzo west.

The following is a summary of their activities for February 2022:

- They both bought furniture in the first and second week of February.
- From second to last week of the month Nandy bought cutlery
- Nandy also ordered bedding and curtains in the 2<sup>nd</sup> to 3<sup>rd</sup> week.
- Sima arranged security for the business in the 3<sup>rd</sup> to 4<sup>th</sup> week.
- Sima applied business license in the 1<sup>st</sup> to 2<sup>nd</sup> week
- 3.2.1 Draw a Gantt chart that will illustrate all the activities of Sima and Nandy as (16) a partners. [20]

### **QUESTION 4: MISCELLANEOUS TOPICS**

T. I Outline purpose of business plan	4.1	Outline purpose of b	ousiness plan	(8)	)
---------------------------------------	-----	----------------------	---------------	-----	---

- 4.2 Explain the importance/advantages of an action plan (6)
- 4.3 Discuss importance of timelines in a business plan (6)



[20]

### SECTION C

Answer ANY ONE questions in this section.

NOTE: Start Essay on a new page

### QUESTION 5: BUSINESS ROLES- Team dynamics and conflict management

Business partners who decided to start a construction business together are now experiencing the conflict with each other and their labour force. They are not working well and their business is suffering because of it.

Write an essay on the following aspects

- Outline the importance of team work.
- Explain THREE stages of team development.
- Discuss causes of conflict in a workplace.
- Suggest the functions of work forums in a business.

[40]

### QUESTION 6: BUSINESS VENTURES-PRESENTATION OF BUSINESS INFORMATION

Takatshana Cars LTD needs to do a presentation on the latest car range. Presenter wants to use visual aids during his presentation. The marketing manager suggest that slides and a poster must be used to support the presentation.

you are required to write an essay on the following aspects

- Outline the differences between verbal and non-verbal presentation
- Explain how presenter must prepare the following visual aids
  - o Slides
  - o Posters
- Discuss areas of improvement for the next presentation.
- Recommend why business presentation must be in a written format

[40]
TOTAL [100]

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**GRADE 11** 

**18 SEPTEMBER 2023** 

# BUSINESS STUDIES MEMORANDUM CONTROLLED TEST 2

MARKS: 100

TIME: 1.5 hours

This question paper consists of 14 pages

### **NOTES TO MARKERS**

- 1. Candidates' responses for SECTIONS B and C must be in full sentences; however this would depend on the nature of the question.
- 2. 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 memorandum
  - Comes from another source
  - Original
  - A different approach is used

### NOTE: SECTION A:

- There are no alternative answers.
- Each question has only one correct answer.
- 3. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)
- The word 'sub-max' is used to facilitate the allocation of marks within a question or sub-question.
- 5. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts.
- 6. In an indirect question, the theory as well as the response must be relevant and related to the question.
- Incorrect numbering of questions or sub-questions will be SEVERELY PENALISED. This is applicable to all the sections of the paper.
- No additional credit must be given for repetition of facts. Indicate with an R.
- 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 memo.
  Only the total for each question should appear in the left-hand margin next to the
  appropriate question number.

### 10 SECTION B

- 10.1 If, for example, FIVE facts are required, mark the candidate's FIRST FIVE responses and ignore the rest of the responses. Indicate by drawing a line across the unmarked portion or use the word 'Cancel'.
- NOTE: This only applies to questions where the number of facts is specified.

  10.2 If two facts are written in one sentence, award the candidate FULL credit. Point 10.1 above still applies.
- 10.3 If candidates are required to provide their own examples/views, brainstorm this to come up with alternative answers.

### 10.4 USE OF THE COGNITIVE VERB AND ALLOCATION OF MARKS

- 10.4.1 Where the number of facts are specified questions that require candidates to 'explain/discuss/ describe' will be marked as follows:
  - Heading 2 marks
  - Explanation 1 mark (or as indicated in the memorandum).

The 'heading' and 'explanation' are given separately to facilitate mark allocation.

- 10.4.2 If the number of facts is not specified, the candidate must be informed by the nature of the question and the maximum marks allocated.
- 10.5 ONE mark will be awarded for answers that are easy to recall, requires oneword answers, or is quoted directly from scenario/case study. This applies to SECTIONS B and C in particular.

### 11. SECTION C

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

Introduction		
Content	Maximum: 32	
Conclusion		
Insight	8	
TOTAL	40	

11.2 Insight consists of the following components:

Layout/Structure:	(Is there an introduction, body, proper paragraphs and a conclusion?)	2
Analysis and	(Learners' ability to break down the question/interpret it	
interpretation:	correctly to show understanding of what is being asked.)	2
Synthesis:	Are there relevant decisions/facts/responses made based on the questions?	
	Marks to be allocated using this guide:	
	No relevant facts: 0 (Two '-S')	
	Some relevant facts: 1 (One '-S')	
	Only relevant facts: 2 (Zero/No '-S')	
	NB: 1. If there are no '-S' indicated, award the maximum TWO (2) marks.	
	2. Where a candidate answer less than 50% of the	
	Question with relevant facts, no -S appears in the	
	Left margin, award a maximum of ONE (1) mark	
Originality:	(Examples, recency of information, current trends and	
	developments.)	2
	TOTAL FOR INSIGHT:	8
	TOTAL MARKS FOR FACTS:	32
	TOTAL MARKS FOR ESSAY (8 + 32)	40

### NOTE:

No marks will be awarded for contents repeated from the introduction and conclusion.



The candidate forfeits marks for layout if the words INTRODUCTION and CONCLUSION are not stated.

No marks will be allocated for layout, if the headings 'Introduction, Conclusion,' etc. in 'Insight' is not supported by an explanation.

With the effect from November 2017 a candidate will be awarded a maximum of ONE (1) mark for headings/subheadings and ONE (1) mark for interpretation (16 or more out of 32 marks). This applies specifically to the analysis and interpretation part of insight.

- 11.3 Indicate insight in the left-hand margin with a symbol e.g. ('L, A, S and/or O').
- 11.4 The components of insight are indicated at the end of the suggested answer for each question.
- 11.5 Mark all the relevant facts until the MAXIMUM mark in a subsection has been attained. Write MAX after maximum marks have been obtained.
- At the end of each essay indicate the allocation of marks for facts and marks for insight as follow: (L Layout, A Analysis, S Synthesis, O Originality) as in the table below.

CONTENT	MARKS
Facts	32 (max.)
L	2
A	2
S	2
0	2
TOTAL	40

- 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 sub-headings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought.
  (See MARKS BREAKDOWN at the end of each question.)
- 11.8 If the candidate identifies/interprets the question INCORRECTLY, then he/she may still obtain marks for layout.
- 11.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the memorandum.
- 11.10 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.
- 11.11 With the effect from November 2017, the maximum of TWO (2) marks for facts shown as heading in the memo, will not necessarily apply to each question. This would also depend on the nature of the question.

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# SECTION A (COMPULSORY)

# QUESTION 1

1.1

1.1.1 B.√√

1.1.2 D.√√

1.1.3 A.√√

1.1.4 B.√√

1.1.5. D.√√

5×2 (10)

1.2

1.2.1 Timelines√√

1.2.2 Business plan√√

1.2.3. Perseverance√√

1.2.4. Responsible √√

1.2.5. Slides√√

5×2 (10)

TOTAL [20]

### SESTION B: MARK ONLY TWO QUESTIONS

### **QUESTION 2: BUSINESS VENTURES**

### Meaning of conflict

2.1

- Is a serious disagreement between people 

  √ because of a difference in beliefs, values, morals or opinions √
- 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√

Max (4)

### 2.2 Ways in which a workplace forum differs from a trade union

- A trade union is a legal entity√ that can be sue or be sued in its own name√
- A trade union negotiates salaries and wages, √ whereas a workplace forum does not deal with remuneration√
- A trade union can organise a strike  $\sqrt{}$  under certain circumstances $\sqrt{}$

Max(6)

- 2.31
- She took a calculated risk by using his inheritance to start the business, without having any business experience√
- She works extra hours to make the business a success√
- She was determined to achieve his dream√
- She is good planner and organiser. √ Max(4)
   NOTE: mark entrepreneur qualities that are from the scenario.
   Mark the first FOUR.

# 2.3.2 Suggest strategies that businesses can use to ensure that they remain profitable and sustainable

- Maintaining a solid customer base by keeping a record of the people buying their product and meeting the needs of the customer consistently√√

  (2)
- Behaving ethically to ensure that people continue to support your business and having the image of not being corrupt  $\sqrt{\sqrt{}}$  (2)
- Being socially responsible ensure a positive image and people will support the business to remain profitable and will continue to exist√√ (2)

### **QUESTION 3**

### 3.1 Sources of finance/ funding

- Equity capital (own funds) √ Money the owners of a business invest in the business/Owner's savings/Shares issued, Retained profit√
- Debt/loans√ Money that has been borrowed√
- Loans from family or friends√
- Bank loans√
- Mortgage √ a particular type of bank loan that is used to buy property√
- Debenture √ the company borrows money from the public. √
- Lease/Hire purchase √ involves monthly payments by the business for use of vehicles or equipment. √
- Overdraft  $\sqrt{a}$  bank allows a business to take out more money than it has in its bank account.  $\sqrt{a}$
- Trade credit√ suppliers who provide goods and services to the business are often willing to wait a certain period for payment. √
- Other sources:
  - o Grants√ money made available by government for small developing businesses. √
  - o Venture capital  $\sqrt{}$  wealthy business people who want to invest in promising small businesses in return for a profit share in the business.  $\sqrt{}$

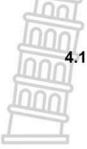
3.2 GANTT CHART OF DILLA LODGE

Activities/Tasks	Week 1	Week 2	Week 3	Week 4	Person Responsi ble	
Bought furniture√	<b>V</b>				Sima√ Nandy√	
Bought cutlery√		1 V			Nandy√	
Bought bedding and curtains√		V			Nandy√	
Arranged security√			V	Ina	Sima√	
Applied for a business license√	V				Sima√	(16

[20]

(4)

### **QUESTION 4: MISCELLANEOUS:**



### 4.1 Purpose/importance 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  $\sqrt{\ }$ , how it will operate, how the finances, resource will be handled and what the business aims to achieve.  $\sqrt{\ }$
- Used to check√ the performance of the business against set goals.√
- A tool used√ to sell or market the business.√
- To identify possible strengths, weaknesses, opportunities and threats.√
- Used to convince vother people of the profitability of the business, such as apply for finance for a bank.√
   (8)

### 4.2 Importance/advantages of an action plan

- Enables businesses to transfer their plans√into actions. √
- Enables businesses to think logically √and identify gaps in the plan. √
- Serves as a monitoring tool √ to check its progress. √
- Can bring together individuals/experts√thatare knowledgeable in the area of work.√
- Clarifies the objective √and provides the opportunity to identify areas that need change. √
- Builds consensus√ as everyone involved can contribute their ideas.√
- Creates ownership/accountability by creating a sense of individual√and collective ownership for the action plan.√
- Clarifies timescales that need to be done√in order to achieve a particular objective.√
- It identifies measures of success √by providing a way of measuring progress towards that goal.

### 4.3 Importance of timelines

- They help the planners to project √dates in advance. .√
- Timelines serve as a planning tool that help to indicates the due date or date of completion.√ for each of the short term objectives and tasks.√
- Timelines keep information in the order√that it has to be in.√
- Dates are also very well organised in a timeline √as well as sequence of events that the information could be in. √

### SECTION C: MARK ONLY ONE QUESTION

### QUESTION 5: BUSINESS ROLES: TEAM DYNAMICS AND CONFLICT MANAGEMENT

### 5.1 Introduction

- Team members motivate each other towards the achievement of a common task.  $\sqrt{\phantom{a}}$
- Unrealistic deadlines/Heavy workloads lead to stress resulting in conflict.√

Max(2)

### 5.2 Importance of team work.

- Increases employee involvement \( \sqrt{v} \)
- Gives more responsibility to the members performing the task√√
- The combined efforts of team members are more than the sum of individual efforts √√
- The organisation benefits from the knowledge and motivation of team members.  $\sqrt{\sqrt{}}$
- Produces creative solutions through a process of brainstorming, research, etc√√
- Members are committed to performing at their best because team members are assessed individually after the task is completed.  $\sqrt{}$

Max(10)

### 5.3 Stages of team development Forming

- Individuals gather information/impressions about each other/the scope of the task  $\sqrt{\ }$  and how to approach it.  $\sqrt{\ }$
- This is a comfortable stage √ to be in as the work has not yet started. √
- Individuals focus on being busy with routine tasks√, such as team organisation/who
  does what/when to meet each other√, etc.
- Individuals are motivated by the desire/drive √ to be accepted by fellow team members.√

Team members can determine how each one, as an individual  $\sqrt{\ }$ , will respond under pressure.  $\sqrt{\ }$ 

Heading (2) Explanation (2)

### Max (4) Storming√√

- Teams go through a period of unease/conflict√ after formation.√
- Different ideas from team members √ will compete for consideration. √
- Team members open up to each other√ and confront each other's ideas/ perspectives.√
- Tension/struggle/arguments occur√ and upset the team members/there may be power struggles for the position of team leader.√
- In some instances storming can be resolved quickly  $\sqrt{\ }$ ; In others, the team never leaves this stage.  $\sqrt{\ }$
- Many teams fail during this stage √ as they are not focused on their task.√

- This phase can become destructive for the team/will negatively impact on team performance√, if allowed to get out of control.√
- This stage is necessary/important for the growth of the team. √
- Some team members tolerate each other to survive this stage. √

Max (4)

Heading (2) Explanation (2)

### Norming/Settling and reconciliation√√

- Team members come to an agreement √ and reach consensus. √
- Roles and responsibilities √ are clear and accepted. √
- Processes/working style√ and respect develop amongst members.√
- Team members have the ambition to work√ for the success of the team.√
- Conflict may occur√, but commitment and unity are strong.√

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Max (4) Heading (2) Explanation (2)

### Performing√√

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

Max (4) Heading (2) Explanation (2)

# Adjourning/Mourning√√

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

Max (4) Heading (2) Explanation (2)

Note: Mark the First THREE Stages of Development

5.4 Causes of conflict in the workplace

- Lack of proper communication √ between management and workers. √
- Ignoring rules/procedures√ may result in disagreements and conflict.√
- Management and/or workers√ may have different personalities/ backgrounds.√
- Different values/levels of knowledge/skills/experience √ of managers/workers. √
- Little/no co-operation√ between internal and/or external parties/stakeholders.√
- Lack of recognition for good work√, e.g. a manager may not show appreciation for extra hours worked to meet deadlines.√
- Lack of employee development√ may increase frustration levels as workers may repeat errors due to a lack of knowledge/skills.√
- Unfair disciplinary procedures √, e.g. favouritism/nepotism.√
- Little/no support from management√ with regard to supplying the necessary resources.√
- Leadership styles used√, e.g. autocratic managers may not consider worker inputs.√
- Lack of agreement on mutual matters√, e.g. remuneration/working hours.√
- Unhealthy competition/Inter-team rivalry √ may cause workers to lose focus on team targets.√
- Lack of commitment√ which may lead to an inability to meet pre-set targets.√
   Max (14)

### 5.5 Function of workplace forums.

- Prevent unilateral decision made by employers on issues affecting the employees.  $\sqrt{\vee}$
- Encourages workers participation in decision making. √√
- Promotes the interests of all employees in the workplace.  $\sqrt{\sqrt{}}$
- Promotes efficiency in the workplace through co-operation. √√
- Consults with the employer and to reach consensus about working conditions.  $\sqrt[]{\sqrt{}}$
- Active involvement in collective bargaining  $\sqrt{\sqrt{}}$

Max(10)

### Conclusion

• Workplace forum has the right to be consulted by employer.  $\sqrt{\sqrt{}}$  Max (2)

### QUESTION 6: BUSINESS VENTURES: PRESENTATION OF BUSINESS INFORMATION

### 6.1 Introduction

- Presentation of data and information forms a critical part of the work of managers and supervisors in any business, mainly because info need to be presented to be made available to employees/stakeholders.
- Conveying business related information to other stakeholders in the business provides them with the information to make strategic, tactical and operational decisions.

(2)

6.2 Differences between verbal and non-verbal presentation

VERBAL PRESENTATION	NON-VERBAL PRESENTATION  Communicate by means √ of printed media √		
Exchange information√ using oral presentation/spoken√			
Information√ can be heard√	Communication √can be read. √		
Information√ cannot be stored√	Information√ can be stored√		
Examples: video conferencing, workshops, seminars, conferences, public speaking etc. √	Examples: written reports, handouts, charts, slides etc. √		

SUB-MAX (4)

SUB- MAX (4)

Max (8)

# NOTE: Differences must be clear If not clear award maximum of FOUR marks

### 6.3.1 How to prepare - slides

- Start with the text/headings√
- Use legible font and font size.√
- Select the background.
- Choose images that may help to communicate the message.√
- Include/Create graphics.√
- Add special effects/sound/animation.√
- Create hyperlinks to allow quick access to other files/documents/video clips.  $\!\!\!\!\sqrt{}$
- Keep slides/images/graphs simple.√
- Make sure there are no grammatical/spelling errors.√
- Use bright colours to increase visibility.√
- Structure information in a logical sequence.√
- Limit the information on each slide.√

Sub-Max (6)

### 6.3.2 How to prepare a poster

- Keep one poster to one message√
  - Words, charts, diagrams must be large enough to be seen by everyone√
  - Start with the text/headings√
  - Use legible font and font size.√
  - Select the background.√
  - Choose images that may help to communicate the message.√
  - Include/Create graphics.√
  - Keep image/info simple.√
  - Make sure there are no grammatical/spelling errors.√
  - Use bright colours to increase visibility.√
  - Limit the information on the poster.√

Sub-Max(6)

Max(12)

- Remove irrelevant information√
- Make necessary adjustments in line with the aim of the report√
- Make use of language expert to make changes to the report√
- Make adjustments, by using a small sample to have access to the report√ and to make recommendations√
- Improve the report by making use of credible research material√
- Only use diagrams, tables etc if it is offering additional information√

Max(12)

### 6.5 Reasons why business presentations must be in a written format.

- A presentation in a written format can easily be sent via pdf file, or stored for a later presentation.  $\sqrt{\sqrt{}}$
- The electronic files can be emailed, distributed in the company or posted on the internet.  $\sqrt{\sqrt{}}$
- The presentation if in writing can be used by someone else if the original presenter is no longer available. √√
- The written presentation can also be sent to the stakeholders that were unable to attend the presentation. √√

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Max(10)

#### 6.6 Conclusion

• Business managers need to present information about their business to stakeholders to ensure success and transparency.  $\sqrt{}$ 

Max (2)

[40]

**TOTAL** [100]