



KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

**NATIONAL
SENIOR CERTIFICATE**

GRADE 10

**BUSINESS STUDIES
SEPTEMBER 2025**

TEST

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MARKS : 100

DURATION: 1h30

This question paper consists of 7 pages.

INSTRUCTIONS AND INFORMATION.

Read the following instructions carefully before answering the questions

- This paper consists of **THREE** sections.
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 the section.
- Read the instructions for each question carefully and take a particular note of what is required.
- Number answers correctly according to the numbering system used in this question paper.
- 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 of an answer.
- Use the table below as a guide for marks and time allocation when answering each question.

SECTION	QUESTION	MARKS	TIME (Minutes)
A: Objective-type questions COMPULSORY	1	20	20
B: THREE Direct/Indirect-type questions CHOICE: Answer any TWO	2 3 4	20 20 20	40
C: TWO essay-type questions CHOICE: (Choose any ONE question)	5 6	40 40	30
TOTAL		100	90

- Begin the answer to EACH question in a NEW page, for example QUESTION 1- new page, QUESTION 2- new page, et cetera.
- Write neatly and legibly.

SECTION A: (COMPULSORY)**QUESTION 1: MULTIPLE CHOICES**

- 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) on the ANSWER BOOK, e.g. 1.1.6 A

1.1.1 Benjamin Traders considered the following factor when preparing for a verbal presentation:

- A Identifying patterns and trends in data.
- B Quick analysis of large amount of data at one time.
- C Easily manipulated information.
- D Consider the timeframe for presentation.

1.1.2 An example of a business strength is ...

- A high inflation rate.
- B well-trained staff
- C new products and market development.
- D lack of resources.

1.1.3 The application of ... requires Isithelo Ltd to use each suggestion to inspire new thoughts.

- A Brainstorming
- B Force field analysis
- C Nominal group technique
- D Delphi technique

1.1.4 A research instrument that involves interactive conversations between the researcher and the respondent.

- A Questionnaire
- B Survey
- C Interviews
- D Research

1.1.5 XYZ Construction converted an idea into a viable, income-producing business. This is known as a ...

- A business venture.
- B business opportunity.
- C business idea.
- D business goals.

(5 × 2) (10)

- 1.2 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A-J) next to the question number (1.2.1 - 1.2.5) in the ANSWER BOOK, E.G 1.2.6 K.

COLUMN A	COLUMN B
1.2.1 Poster	A. written document that communicates information to assist business decision making.
1.2.2 Vision statement	B. includes bad business reputation.
1.2.3 Threats	C. describes the purpose of the business and explains why the business exists.
1.2.4 Business report	D. enables business to identify challenges that are posed by external factors.
1.2.5 PESTLE analysis	E. provides a summary of information and discussions to stakeholders.
	F. written summary of information dealt with, within a presentation.
	G. enables business to identify challenges that are posed by internal and external factors.
	H. describes how the business will achieve its purpose.
	I. provides structure and focus for the presentation.
	J. include factors like competition and high unemployment rate.

(5 × 2) (10)

TOTAL SECTION A: 20

SECTION B

Answer **ANY TWO** questions in this section

NOTE: Clearly indicate the QUESTION NUMBER of each question that you choose.

The answer to EACH question must start on a NEW page, e.g. QUESTION 2 on a NEW page, QUESTION 3 on a NEW page.

QUESTION 2: BUSINESS VENTURES

2.1 Outline the importance of market research. (4)

2.2 Read the scenario below and answer the questions that follow:

STAR BAKERY (SB)

Star Bakery produces bread for businesses around Mtubatuba. SB applied for a loan from Estate Bank and submitted a proposal document with a projected statement of profit, loss and cash flow.

2.2.1 Identify a component of a business plan applicable to SB. (2)

2.2.2 Explain any other TWO components of a business plan. (6)

2.3 Discuss the importance of assessing the needs and desires in identifying a business opportunity. (4)

2.4 Recommend factors to consider when preparing a presentation. (4)
[20]

QUESTION 3: BUSINESS ROLES

3.1 Elaborate on the meaning of creative thinking. (4)

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

ZIP DISTRIBUTORS (ZD)

The management of Zip Distributors encourages employees to always be creative. As a result, ZD has continuously improved product development by exploring new ways to enhance growth. Employees of ZD have more confidence as they can live up to their full potential.

3.2.1 Quote TWO benefits of creative thinking in the workplace from the scenario above (2)

3.2.2 Explain other benefits of creative thinking in the workplace. (4)

3.3 Discuss ways in which businesses can use creative thinking to generate entrepreneurial opportunities in the workplace. (6)

3.4 Suggest how businesses can apply the Nominal Group Technique to solve business problems. (4)
[20]

QUESTION 4: MISCELLANEOUS**BUSINESS VENTURES**

- 4.1 Give FOUR practical examples of business opportunities. (4)
- 4.2 Identify the Ps of marketing mix applicable in EACH of the following statements:
- 4.2.1 Ziko Traders advertise their products through radio and magazines. (2)
- 4.2.2 Deby Consulting (Pty) Ltd operates in clean and functional facilities to attract and retain customers. (2)
- 4.3 Explain the difference between internal and external market research. (4)

BUSINESS ROLES

- 4.4 Describe how businesses can use mind mapping to identify innovative and entrepreneurial business opportunities. (6)
- 4.5 Advise businesses on how Force Field Analysis can be applied to solve Business problems. (4)



**TOTAL SECTION B: [20]
40**

SECTION C

Answer **ANY ONE** question in this section

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

QUESTION 5: BUSINESS VENTURES (PRESENTATION OF BUSINESS INFORMATION)

A business report is one of the important means of reporting to stakeholders. Businesses need to follow correct guidelines when writing an effective business report. Flip charts and interactive whiteboards are helpful visual aids for a presentation. Presenters should ensure that they have a clear understanding of the purpose of visual aids.

Write an essay on the presentation of business-related information, in which you include the following aspects:

- Outline the importance of business report.
- Explain guidelines of writing effective business report.
- Discuss the following visual aids
 - Flip charts
 - Interactive whiteboard
- Advise businesses on the purpose of visual aids.

[40]**QUESTION 6: BUSINESS ROLES (CREATIVE THINKING & PROBLEM SOLVING)**

Businesses should take note of the differences between decision-making and problem solving when dealing with business issues. They must also consider using problem-solving steps when finding solutions to business problems. Delphi Technique is one of the problem-solving techniques that can be applied to solve different business problems. The management should ensure that all stakeholders have full understanding of the ways in which creative business opportunities can realistically be implemented.

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

- Outline the differences between decision-making and problem solving.
- Explain the following problem-solving steps:
 - Identify the problem
 - Select the most appropriate alternative solution
- Discuss how Delphi Technique can be applied to solve business problems.
- Suggest ways in which creative business opportunities can realistically be implemented.

TOTAL SECTION C: [40]
GRAND TOTAL: [100]



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MARKING GUIDELINES

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MARKS: 100

This marking guideline consists of 23 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
Senior Marker	: Green
Deputy Chief Marker	: Brown
Chief Marker	: Pink
Internal Moderator	: Orange
DBE Moderator	: Turquoise

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 appositive/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, (*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 or use the word 'Cancel'.

NOTE: This applies only to questions where the number of facts is specified.

- 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 to finalise alternative answers.

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, a body, and a conclusion?	2
Analysis and interpretation	Is the candidate able to break down the question into headings/subheadings/interpret it correctly to show understanding of what is being asked? Marks to be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks): 1 (One 'A')	2
Synthesis	Are there relevant decisions/facts/responses made based on the questions? Option 1: Only relevant facts: 2 marks (No '-S') Where a candidate answers 50% or more (two to four sub-questions) of the question with only relevant facts; no '-S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis Option 2: Some relevant facts: 1 mark (One '-S') Where a candidate answers less than 50% (only one sub-question) of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum ONE (1) mark for synthesis. Option 3: Some relevant facts: 1 mark (One '-S') Where a candidate writes FOUR sub-questions, but one/two/three sub-question with irrelevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 4: No relevant facts: 0 marks (Two '-S') Where a candidate answers less than 50% (only one sub-question) of the question with no Relevant facts; two '-S' appear in the left margin Award a ZERO mark for synthesis	
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: TOTAL MARKS FOR FACTS:		8
TOTAL MARKS FOR ESSAY (8 + 32):		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. ('L, A, -S and/or O').
- 15.4. The breakdown of marks is indicated at the end of the suggested answer/markings 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 MARK 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 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.

- 15.11 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.

- 15.12 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: (COMPULSORY)**QUESTION 1**

1.1

1.1.1 D ✓✓

1.1.2 B ✓✓

1.1.3 A ✓✓

1.1.4 C ✓✓

1.1.5 B ✓✓

(5 × 2) (10)

1.2

1.2.1 E ✓✓

1.2.2 H ✓✓

1.2.3 J ✓✓

1.2.4 A ✓✓

1.2.5 D ✓✓

(5 × 2) (10)

TOTAL SECTION A: 20

SECTION B

Answer **ANY TWO** questions in this section

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

QUESTION 2: BUSINESS VENTURES**2.1 Importance of market research**

- Market research helps businesses to find out more about the needs of the target market. ✓✓
- Provides detailed analysis of the latest consumer preferences/trends/tastes/habits. ✓✓
- Helps the business to collect important information about the target market: such as age group/ gender/ personality/ income and education. ✓✓
- The results of the market research may assist businesses in the decision-making process regarding new products/ improvements on existing products. ✓✓
- Any other relevant answer related to the importance of market research. **Max. (4)**

2.2 Business plan**2.2.1 Identification of a business plan component applicable to SB.**

- Financial plan ✓✓

(2)**2.2.2 The other TWO components of a business plan.****Cover page ✓✓**

The cover page contains information like:

- the name of the business ✓
- contact details of the owner(s) ✓
- the address of the business ✓
- the logo of the business ✓
- a copyright disclaimer to protect the contents of the plan. ✓
- Any other relevant answer related to cover page as a component of a business plan.

Component: (2)**Explanation: (1)****Sub-max. (3)****Contents page/index ✓✓**

- This page gives a title and page number of each subsection of the plan. ✓
- It allows the reader to find information in the document. ✓
- Any other relevant answer related to contents page/index as a component of a business plan.

Component: (2)**Explanation: (1)****Sub-max. (3)**

Executive summary ✓✓

- The executive summary is a detailed summary of the entire business plan. ✓
- It is written after the business plan has been completed but appears at the beginning of the business plan. ✓
- It provides users with a brief overview before reading the details of the business plan. ✓
- Any other relevant answer related to executive summary as a component of a business plan.

Component: (2)**Explanation: (1)****Sub-max. (3)****Description of the business/overview ✓✓**

- It is usually a short description of the product/service that the business will offer. ✓
- It also describes the long-term objectives/mission/vision of the business. ✓
- It indicates whether the business is a sole trader, partnership. ✓
- It also includes the legal requirements of the business. ✓
- Any other relevant answer related to description of the business/overview as a component of a business plan.

Component: (2)**Explanation: (1)****Sub-max. (3)****SWOT analysis ✓✓**

- A SWOT analysis is a strategic plan used to help an organisation identify major strengths and weaknesses of the business. ✓
- It also makes the business aware of opportunities and threats in its external environment. ✓
- A SWOT analysis is an indication that research was conducted to support the establishment of a business. ✓
- Any other relevant answer related to SWOT analysis as a component of a business plan.

Component: (2)**Explanation: (1)****Sub-max. (3)****Legal requirements of business ✓✓**

- The legal requirements provide information that the business needs to comply with before it can start operating. ✓
- Any other relevant answer related to legal requirements of business as a component of a business plan.

Component: (2)**Explanation: (1)****Sub-max. (3)**

Marketing plan ✓✓

- The marketing plan is the most important component of the business plan.
- It gives details of the 7Ps of marketing. ✓
- This plan also describes the target market, customers, and competition. ✓
- Any other relevant answer related to marketing plan as a component of a business plan.

Component: (2)**Explanation: (1)****Sub-max. (3)****Operational plan ✓✓**

- This plan includes where the business will be located and includes a description of a product, how and where it will be manufactured. ✓
- It also provides details of the equipment and suppliers. ✓
- Any other relevant answer related to operational plan as a component of a business plan.

Component: (2)**Explanation: (1)****Sub-max. (3)****Management plan ✓✓**

- The management plan considers the short- and long-term business strategies. ✓
- It outlines who will be in charge of running the business as well as the skills of the entrepreneur and others in the business. ✓
- It also discusses the hierarchy (organogram) and roles of the employees. ✓
- Any other relevant answer related to management plan as a component of a business plan.

Component: (2)**Explanation: (1)****Sub-max. (3)****Competitor analysis ✓✓**

- The competitors' analysis provides a description of competitors in the market and their products. ✓
- It also provides details of competitors' marketing strategies and its effect on the proposed business. ✓
- Any other relevant answer related to competitor analysis as a component of a business plan.

Component: (2)**Explanation: (1)****Sub-max. (3)****NOTE: Mark the first TWO (2) only.****Max. (6)**

2.2 Importance of assessing needs and desires in identifying a business opportunity.

- Needs and desires are the keys✓ to a successful business opportunity. ✓
- The success of a business opportunity depends on the awareness✓ and fulfilment of the target market. ✓
- Businesses should create a desire for their product✓ through well-designed advertising and marketing campaigns. ✓
- Needs and desire create a guarantee✓ for a market. ✓
- Every need and every desire✓ are a possible business opportunity. ✓
- If you see a need that is not met✓, you have a guaranteed market. ✓
- It is easier to find something that people want✓ and to create a business around that since desires are unlimited. ✓
- Sometimes an entrepreneur will invent a new product✓ for which there is no existing desire or market. ✓
- In such a case the entrepreneur would have to create a desire for the product ✓ through clever advertising and a good marketing campaign. ✓
- Any other relevant answer related to the importance of assessing needs and desires in identifying a business opportunity.

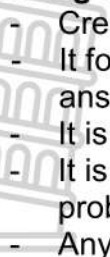
Max. (4)**2.4 Factors to consider when preparing a presentation.**

- Starting with the text and headings. ✓✓
- Using legible font and font size. ✓✓
- Selecting a suitable background that would not distract from the content. ✓✓
- Choosing images that may help to communicate the message. ✓✓
- Including graphics and images related to the content. ✓✓
- Adding special effects to support the message. ✓✓
- Creating hyperlinks to allow quick access to other files. ✓✓
- Keeping images and graphics simple. ✓✓
- Making sure there are no grammatical or spelling errors. ✓✓
- Using bright colours to increase visibility. ✓✓
- Structuring information in a logical sequence. ✓✓
- Limiting the information on each slide. ✓✓
- Any other relevant answer related to factors to consider when preparing a presentation.

Max. (4)**[20]****BREAKDOWN OF MARKS**

QUESTION 2	MARKS
2.1	4
2.2.1	2
2.2.2	6
2.3	4
2.4	4
TOTAL	20

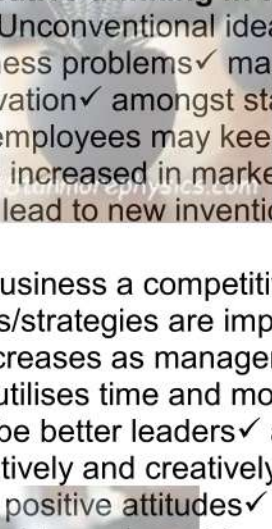
QUESTION 3: BUSINESS ROLES**3.1 Meaning of creative thinking.**

- 
- Creative thinking is the ability to think of original✓ and innovative ideas. ✓
 - It focuses on exploring ideas/generating possibilities✓ and looking for many answers. ✓
 - It is the ability to see something✓ in a new way. ✓
 - It is also about being able to think of unique ideas✓ or new approaches to solve problems. ✓
 - Any other relevant answer related to the meaning of creative thinking.

Max. (4)**3.2 Creative thinking****3.2.1 Quotations of TWO benefits of creative thinking in the workplace from the scenario.**

- As a result, ZD has continuously improved on product development by exploring new ways to enhance growth. ✓
- Employees of ZD have more confidence as they can live up to their full potential. ✓

NOTE: Mark only the first TWO (2) quotations.**Max. (2)****3.2.2 Other benefits of creative thinking in the workplace.**

- 
- Better/Unique/Unconventional ideas/solutions✓ are generated. ✓
 - Complex business problems✓ may be solved. ✓
 - Improves motivation✓ amongst staff members. ✓
 - Management/employees may keep up with fast changing technology✓ which may lead to an increased in market share. ✓
 - Creativity may lead to new inventions✓ which improves the general standard of living. ✓
 - May give the business a competitive advantage✓ if unusual/unique solutions/ ideas/strategies are implemented. ✓
 - Productivity increases as management/employees may quickly generate multiple ideas✓ which utilises time and money more effectively. ✓
 - Managers will be better leaders✓ as they will be able to handle/manage change(s) positively and creatively. ✓
 - Leads to more positive attitudes✓ as managers/employees feel that they have contributed towards problem solving. ✓
 - Managers/Employees have a feeling of great accomplishment, ✓ and they will not resist/obstruct the process once they solved a problem/contributed towards the success of the business. ✓
 - Stimulates initiative from employees/managers✓, as they are continuously pushed out of their comfort zone. ✓
 - Creativity may lead to new inventions✓ which improves the general standards of living/attract new investors. ✓
 - Any other relevant answer related to the benefits of creative thinking in the work place.

Max. (4)

3.3 Ways in which businesses can use creative thinking to generate entrepreneurial opportunities in the workplace.

- Design environments✓ that stimulate creative thinking. ✓
- Encourage staff to come up with new ideas✓ and solutions. ✓
- Respond enthusiastically to all ideas✓ and never let anyone feel less important. ✓
- Make time for brainstorming sessions to generate new ideas✓, for example, holding regular workshops. ✓
- 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 and lateral thinking. ✓
- Emphasise the importance of creative thinking✓ to ensure that all staff know that management wants to hear their ideas. ✓
- Encourage job swaps within the organisation✓ and study how other businesses are doing things. ✓
- Regard indigenous knowledge as a valuable resource✓ when solving problems or identifying opportunities. ✓
- Any other relevant answer related to the ways in which businesses can use creative thinking to generate entrepreneurial opportunities in the workplace.

Max. (6)

3.4 Application of Nominal Group Technique to solve business problems.

- Encourage group to clearly define the problem/to improve the quality of their products due to various complaints so that all the small groups can work on the same problem. ✓✓
- The business must divide the employees into smaller groups. ✓✓
- Request each employee to silently brainstorm /generate many ideas on his/her own, on how the quality of the product can be improved and to write it down. ✓✓
- Each employee in the small group has the opportunity to give one of his/her idea/solution with a short explanation. ✓✓
- Appoint one employee to write the ideas/solutions on a large sheet of paper/ capture solutions electronically on computer for all to see. ✓✓
- Allow each employee to give a second solution until all possible solutions have been recorded. ✓✓
- Encourage employees to ask clarity seeking questions. ✓✓
- Discourage criticism of ideas/solutions as this may prevent others from giving their solutions. ✓✓
- The business must eliminate ideas that are duplicated/ similar. ✓✓
- Each employee must read through all the suggestions and anonymously rate them giving the highest points for the best solution. ✓✓
- Collect the ratings and calculate total points. ✓✓
- Small groups must present one solution to the large group that was deemed best according to the scores/votes in their small groups. ✓✓
- Any other relevant answer related to how businesses can apply Nominal Group Technique to solve business problems.

Max. (4)**[20]****BREAKDOWN OF MARKS**

QUESTION 3	MARKS
3.1	4
3.2.1	2
3.2.2	4
3.3	6
3.4	4
TOTAL	20

QUESTION 4 MISCELLANEOUS (BUSINESS VENTURES & BUSINESS ROLES) BUSINESS VENTURES

4.1 Practical examples of business opportunities

- Home care services for senior citizens ✓
- Online education programmes ✓
- Catering and ready-made meals ✓
- Amazon ✓
- Takealot ✓
- Uber drive/Uber Eats ✓
- Any other relevant answer related to practical examples of business opportunities

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

Max. (4)

4.2 Identification of Ps of marketing mix

4.2.1 Promotion ✓✓

(2)

4.2.2 Physical environment ✓✓

(2)

4.3 Differences between Internal and external market research

INTERNAL MARKET RESEARCH	EXTERNAL MARKET RESEARCH
- Internal market research is conducted within the business ✓ designated by a person. ✓	- External market research is conducted outside the business ✓ by the specialist agency. ✓
- Different resources within the business are used ✓ to gather information to make informed decision. ✓	- Various market research instruments such as questionnaires/interviews are used ✓ to gather information about target market needs and desires ✓
- Involves employees who are familiar with the exciting product ✓ and customers' expectation. ✓	- The feedback is obtained ✓ from customers, potential customers and suppliers. ✓
- Internal market research focuses on the factors ✓ within the business ✓	- External market research focuses on the interaction between the business ✓ and the customers or other stakeholders ✓
- Any other relevant answer related to internal market research.	- Any other relevant answer related to external market research.
Sub-max (2)	Sub-max (2)

Max. (4)

NOTE:

1. Answer does not have to be on the tabular form.
2. Award part marks if differences are not clear.
3. Award either internal market research or external market research a maximum of TWO (2) marks.

BUSINESS ROLES**4.4 How businesses can use mind mapping to identify innovative and entrepreneurial business opportunities.**

- Create✓ a central idea or theme. ✓
- The central idea or theme is the starting point of the mind map✓ and represents the topic to be explained. ✓
- Add branches to the mind map✓ linking key concepts to the main theme. ✓
- Add keywords✓ to the branched-off key concepts. ✓
- Branches ✓ may be colour-coded. ✓
- Images✓ may also be included. ✓
- Any other relevant answer related to how businesses can use mind mapping to identify innovative and entrepreneurial business opportunities.

Max. (4)**4.5 Application of Force Field Analysis to solve business problems.**

- Describe the current situation/problem and the desired situation. ✓✓
- List all the driving forces and restraining forces that will support and resist change. ✓✓
- Allocate a score to each force using a numerical scale, where 1 is weak and 5 is strong. ✓✓
- Weigh up the positives and negatives then decide if the project is viable. ✓✓
- Choose the force with the highest score as the solution. ✓✓
- If the project is viable, find ways to increase the forces for change. ✓✓
- Identify priorities and develop an action plan. ✓✓
- Any other relevant answer related to how force field analysis can be applied to solve business problems.

Max. (4)**[20]****BREAKDOWN OF MARKS**

QUESTION 4	MARKS
4.1	4
4.2.1	2
4.2.2	2
4.3	4
4.4	6
4.5	4
TOTAL	20

TOTAL SECTION B: 40

SECTION C**NOTE: MARK THE FIRST QUESTION IN THIS SECTION.****QUESTION 5: BUSINESS VENTURES (PRESENTATION OF BUSINESS INFORMATION)****5.1 Introduction**

- It is important that businesses get adequate information when writing business reports. ✓
- Guidelines are crucial for an effective business report because they provide structure and improve understanding to the stakeholders. ✓
- Different visual aids such as flip charts and interactive whiteboard may be used for different situations based on the purpose of the presentation. ✓
- Visual aids are meant to attract the audience while assisting the presenter with the guidelines of the actual presentation. ✓
- Any other relevant answer relevant introduction of business report, guidelines of writing an effective business report, visual aids and importance of visual aids.

(Any 1 x 2) (2)**5.2 Importance of business report**

- Business reports enable management to keep track of every activity undertaken in each department. ✓✓
- Business report provides important information for management that is timely and factual. ✓✓
- Business report provides information that is crucial for decision making in the business. ✓✓
- It allows business owners and senior management the opportunity to investigate and solve any identified problematic issues. ✓✓
- It serves as mean of communication for the organisation convey important information to stakeholders. ✓✓
- Helps in monitoring progress towards goals and objectives and allow adjustments to be made if necessary. ✓✓
- Business report are essential for meeting legal and compliance requirements ensuring transparency and accountability. ✓✓
- Any other relevant answer related to the importance of business report.

Max. (12)**5.3 Guidelines for writing an effective business report**

- Spend time revising the report✓ and corrections for any spelling/grammatical errors. ✓
- Write concisely✓ and only include important information. ✓
- Prepare an overview of what the audience needs to know✓ and details that should be included in the report. ✓
- Collect necessary information✓ from the relevant sources. ✓
- Use regular language✓ and clear short sentences. ✓
- Determine how the report should be presented✓ and be meaningful to the targeted audience. ✓
- Get someone to look at the at the report✓ and make suggestions for improvement. ✓
- Any other relevant answer related to guidelines of writing an effective business report.

Max. (12)

5.4 Visual aids

Flip Charts

- A board with a paper attached at the top ✓ and can be flipped over to present information sequentially. ✓
- It's a chart that is mostly useful for a small group ✓ to ensure that every member have a clear view. ✓
- The flip chart is to record ideas and feedback ✓ given by the group. ✓
- Management can use it to show the organisations structure ✓ in the form of an organisational chart. ✓
- It does not need electricity ✓ and therefore cheaper visual aid. ✓
- Any other relevant answer related to Flip Charts.

Sub-max. (6)

Interactive whiteboard

- Interactive whiteboard can be useful ✓ for a small or a large group. ✓
- It can be linked to other whiteboards in other venues ✓ helping the business to save traveling costs. ✓
- Its uses special coded pens ✓ to write information and feedback. ✓
- Can be used in a brainstorming session ✓ to capture the feedback and ideas. ✓
- Any other relevant answers related to interactive whiteboard.

Sub-max. (6)

Max. (12)



5.5 Purpose of visual aids

- Visual aids reinforce what has been presented. ✓✓
- Keep audience engaged during the presentation. ✓✓
- Create excitement amongst the participants. ✓✓
- Help the audience to remember the presentation. ✓✓
- It helps to add value and brings clarity to the presentation. ✓✓
- Visual aids keep makes the presentation to be more interesting and memorable. ✓✓
- Any other relevant answer related to the purpose of visual aids.

Max. (10)

5.5 Conclusion

- It is advisable to ensure that business reports are reader friendly, so that the message may be conveyed correctly to stakeholders. ✓✓
- Consideration of all guidelines for writing effective business reports that will appeal to the targeted audience, is highly recommended to make good business decisions. ✓✓
- Business should assess the venue of the presentation so that correct visual aids are chosen. ✓✓
- Business presenters must ensure that the visual aids used are carefully chosen to enhance the presentation. ✓✓
- Any other relevant answer related to business report, guidelines of writing an effective business report, visual aids and importance of visual aids. **(Any 1 × 2) (2)**

BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	Max. 32
Importance of business report	12	
Guidelines of writing effective business report	12	
Visual aids <ul style="list-style-type: none"> ○ Flip Charts ○ Interactive whiteboards 	12	
Purpose of visual aids	10	
Conclusion	2	
Insight		
Layout	2	8
Analysis/interpretation	2	
Synthesis	2	
Originality/ examples	2	
TOTAL MARKS		40

LASO - For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all.



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QUESTION 6: BUSINESS ROLES (CREATIVE THINKING AND PROBLEM SOLVING)**6.1 Introduction**

- Employees must be able to differentiate between decision making and problem solving so that they can effectively participate in the decision making process. ✓
- A problem-solving cycle is a valuable procedure that businesses can use to solve problems. ✓
- The application of the Delphi Technique can be instrumental in finding solutions to business problems. ✓
- Businesses are required to apply creative and critical thinking skills to realistically solve problems. ✓
- Any other relevant introduction related to the difference between decision-making and problem solving / problem solving steps / application of Delphi technique / ways in which creative business opportunities can realistically be implemented.

(Any 2 × 1) (2)**6.2 Difference between decision making and problem solving.**

DECISION MAKING	PROBLEM SOLVING
- It is often done by one person/a member of senior management who makes it authoritarian. ✓✓	- Problems can be solved by a group/ team or an individual team member. ✓✓
- Various alternatives are considered before deciding on the best one. ✓✓	- Alternative solutions are generated/ identified and critically evaluated. ✓✓
- It is part of the problem-solving cycle as decisions need to be taken in each step. ✓✓	- Process of analysing a situation to identify strategies to bring about change. ✓✓
- Any other relevant answer related to decision making.	- Any other relevant answer related to problem solving.
Sub-max. (6)	Sub-max. (6)

Max. (12)**NOTE:**

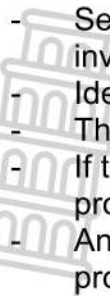
1. The answer does not have to be in tabular form.
2. Award full marks if differences are clear.
3. Award either decision making or problem solving a maximum of SIX (6) marks.

6.3 Explain the following problem-solving steps:**6.3.1 Identify the problem**

- Acknowledge ✓ that there is a problem. ✓
- Identify ✓ the exact problem. ✓
- Break down the problem into smaller parts ✓ that are easier to solve separately. ✓
- Any other relevant answer related to identifying the problem as a problem solving step.

Sub-max. (6)

6.3.2 Select the most appropriate alternative solution

- 
- Set criteria for the best solution✓, in terms of aspects such as time/cost/risk involved. ✓
 - Identify which solution✓ will be used. ✓
 - The best solution should match the size✓ and the resources of the business. ✓
 - If the solution is not appropriate✓, the business should go back to defining the problem. ✓
 - Any other relevant answer related to choosing the best solution as a problem-solving step.

Sub-max. (6)
Max. (12)

6.4 Application of Delphi Technique

- Businesses must invite a panel of experts✓ to research the complaints from customers. ✓
- Experts do not have to be in one place✓ and will be contacted individually. ✓
- Design a questionnaire consisting of questions on how to improve the quality of their products✓ and distribute it to the panel members/experts. ✓
- Request the panel to individually respond to the questionnaire/suggest improvements to the products✓ and return it to the business. ✓
- Summarise the responses from the experts✓ in a feedback report. ✓
- Send the feedback report and a second set of questions/questionnaire✓ based on the feedback report to the panel members. ✓
- Request panel members to provide further input/ideas on how to improve the quality of products✓ after they have studied the results/documentation. ✓
- Distribute a third questionnaire✓ based on previous feedback from the second round. ✓
- Prepare a final summary/feedback report✓ with all the methods to improve the quality of the business's products. ✓
- The business should choose the best solution/proposal✓ after reaching consensus. ✓
- Any other relevant answer related to the application of Delphi technique.

Max. (12)

6.5 Ways in which creative business opportunities can realistically be implemented.

- Understand your market needs and adapt to change. ✓✓
- Use free resources online to reach out to customers. ✓✓
- Share business ideas and find a mentor. ✓✓
- Create a website suitable for your business/market. ✓✓
- Pick a good team to initiate growth. ✓✓
- Make a business plan. ✓✓
- Learn the technicalities of your business. ✓✓
- Networking and participating in exhibitions. ✓✓
- Any other relevant answer related to ways in which creative business opportunities can realistically be implemented by businesses.

Max. (10)

6.6 Conclusion

- Understanding the differences between decision making and problem solving, may contribute to quick decision-making. ✓✓
- Following problem solving steps is crucial to assist businesses to find creative solutions. ✓✓
- Managers must be able to clearly define all the challenges they face, so that it could be easy to use the Delphi Technique optimally, to solve business problems. ✓✓
- It is advisable for businesses to assemble a team of creative thinkers in order to implement realistic business opportunities. ✓✓
- Any other relevant conclusion related to the difference between decision-making and problem solving / problem solving steps / application of Delphi technique / ways in which creative business opportunities can realistically be implemented.

(Any 1 × 2) (2)
[40]

BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	Max. 32
Difference between Decision making and Problem solving	12	
Problem solving cycle/steps: <ul style="list-style-type: none"> ○ Identify the problem ○ Choose the best solution 	12	
Application of Delphi Technique	12	
Ways in which creative business opportunities can realistically be implemented	10	
Conclusion	2	
Insight		
Layout	2	8
Analysis/interpretation	2	
Synthesis	2	
Originality/ examples	2	
TOTAL MARKS		40

LASO - For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: [40]
GRAND TOTAL: [100]