



KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA



**NATIONAL
SENIOR CERTIFICATE**

GRADE 11

BUSINESS STUDIES

COMMON TEST

SEPTEMBER 2023

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MARKS : 100

TIME : 1½ Hours

This question paper consists of 8 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 THREE questions

Answer any TWO of the THREE questions in this section.

SECTION C: Consists of TWO questions

Answer ONE of the TWO questions in this section.

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

SECTION	QUESTION	MARKS	TIME
A: Objective-type questions COMPULSORY	1	20	20 minutes
B: THREE direct/indirect- type questions CHOICE (Answer any TWO)	2	20	20 minutes
	3	20	20 minutes
	4	20	20 minutes
C: TWO essay-type questions CHOICE (Answer any ONE essay)	5	40	30 minutes
	6	40	30 minutes
TOTAL		100	90 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. Write down the question number (1.1.1–1.1.5) and the correct letter next to it ONLY Example: 1.1.6 A

1.1.1 An ... is a person who starts and manages his or her own business.

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

1.1.2 An ... is needed to implement the business plan and show how activities will be organised to achieve the goals of the business plan.

- A timeline
- B action plan
- C Gantt chart
- D business structure

1.1.3 Owners of a business can supply their own funds, which can be from their savings or ... that their business generates.

- A shares
- B equity
- C profits
- D taxation

1.1.4 Effective feedback occurs when the presenter ...

- A answers questions after a presentation
- B hands out flyers
- C is incapable to deal with difficult audience members
- D includes visual aids in the verbal presentation

1.1.5 The joint action by a group of people in which each person strives to work towards a common goal.

- A Team
- B Teamwork
- C Team dynamics
- D Team player

- 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.

Conflict ; timeline ; risk ; organisational culture ; image ;
Gantt chart ; report ; return ; organisational structure ;
conflict management

- 1.2.1 A planning tool that determines which activities need to be completed before another activity can be started and which activities can be carried out simultaneously is known as ...
- 1.2.2 It is essential to establish an ... from the beginning so that staff are familiar with what is acceptable.
- 1.2.3 Written business presentations provide the organisation with an opportunity to promote the corporate's ... of the organisation.
- 1.2.4 Successful businesses effectively manage financial matters to ensure a ... on investment.
- 1.2.5 If ... is managed correctly it can lead to better team performance.

(5x2) (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, for example, **QUESTION 2** on a **NEW** page, **QUESTION 3** on a **NEW** page, et cetera.

QUESTION 2: BUSINESS VENTURES

- 2.1 Outline **TWO** factors that must be considered when composing a flyer. (2)
- 2.2 Read the scenario below and answer the questions that follow.

THINKTOP ENTERPRISES(TE)

Nimrod is the financial manager of Thinktop Enterprises (TE). He has to present his financial report at the next management meeting. He intends to use slides to display the business's financial records. He will also provide printed copies of the financial report.

- 2.2.1 Identify **TWO** visual aids used by Nimrod. Motivate your answer by quoting from the scenario above. (6)

Use the table below as a **GUIDE** to answer **QUESTION 2.2.1**

VISUAL AID	MOTIVATION
1.	
2.	

- 2.2.2 Discuss other **TWO** visual aids. (6)
- 2.3 Recommend ways in which a presenter should respond to questions in a non-aggressive and professional manner. (6)

[20]

QUESTION 3: BUSINESS ROLES

- 3.1 Define the term Conflict. (4)
- 3.2 Read the scenario below and answer the questions that follow.

BLOSSOM FLORALS(BF)

Blossom Florals (BF) specializes in floral arrangements for all occasions. The manager of BF has noticed that employees have not been following the business rules and regulations. Customers have also complained about the behaviour of some of the employees. This has resulted in a decline in BF's customers.

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- 3.2.1 Identify TWO causes of conflict by quoting from the scenario above. (2)
- 3.2.2 Explain other causes of conflict in the workplace. (6)
- 3.3 Elaborate on the meaning of conflict management. (4)
- 3.4 Advise businesses on the performing stage of team development. (4)

[20]

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

- 4.1 Read the scenario below and answer the questions that follow.

DECADENT DÉCOR (DD)

Decadent Décor (DD) is a specialist décor company that plans, designs, and delivers service excellence for all your décor requirements. Jade, the owner, was advised to draw up an action plan that will result in a successful business. Jade defined the short-term and long-term objectives of her plan. She also prioritized activities that needed to be done first. Jade realized that an action plan will enable her to think logically and identify gaps in the plan.

- 4.1.1 Quote the importance of an action plan from the scenario above. (2)
- 4.1.2 Explain other importance of an action plan. (4)
- 4.2. Suggest TWO strategies that businesses can use to ensure that they remain profitable and sustainable. (4)

BUSINESS ROLES

- 4.3 Identify the stages of team development from the statements below:

- 4.3.1 Team members plan their work and new roles. (2)
- 4.3.2 The team is focused on completing the task. (2)
- 4.3.3 Roles and responsibilities are clear and transparent. (2)

- 4.4 Explain the storming stage in team development. (4)

[20]

TOTAL SECTION B: [40]

SECTION C

Answer **ONE** question in this section.

NOTE: Clearly indicate the **QUESTION NUMBER** of the chosen question.

The answer to **EACH** question must start on a **NEW** page, for example
QUESTION 5 on a **NEW** page, **QUESTION 6** on a **NEW** page, etcetera.

QUESTION 5: BUSINESS VENTURES

Many business ventures fail within the first five years because of a lack of sufficient funds. It is important to note that entrepreneurs cannot start a business venture without a well-structured business plan and an action plan. New businesses need to consider certain aspects before start-up. They should also be well conversant with various sources of funding. Some businesses do not know the factors that influence the choice of funding.

Write an essay on setting up/ starting a business in which you include the following aspects:

- Outline reasons why businesses need funding.
- Explain sources of funding.
- Discuss factors that must be considered before start-up.
- Advise businesses on the factors that influence the choice of funding.

[40]

QUESTION 6: BUSINESS ROLES

Employers should allow for workplace forums to be established to create a harmonious working environment. To prevent industrial action employers should be transparent with trade unions concerning the working conditions of employees. It is important for managers and team leaders to know the different stages of team development. Teamwork will lead to a business being successful in the future.

Write an essay on teamwork and conflict management, taking the following aspects into consideration:

- Outline the function of workplace forums.
- Explain the differences between trade unions and workplace forums.
- Discuss **THREE** stages of team development.
- Advise businesses on the importance of teamwork.

[40]

TOTAL SECTION C: [40]

TOTAL MARKS: [100]



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MARKING GUIDELINES

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MARKS : 100

TIME : 1½ Hours

These marking guidelines consist of 30 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: Deputy	Green
Chief Marker: Chief	Brown
Marker: Internal	Pink
Moderator: DBE	Orange
Moderator:	Turquoise



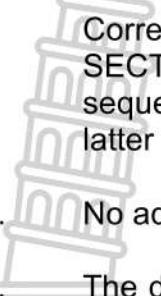
2. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question.
3. A comprehensive marking guideline has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:
 - Uses a different 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.



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9. Correct numbering of answers to questions or subquestions 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 a '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, justify, 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 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	<p>Is the candidate able to breakdown the question into headings/subheadings/interpret it correctly to show understanding of what is being asked?</p> <p>Marks to be allocated using this guide: All headings addressed: 1(One 'A') Interpretation(16to32marks): 1(One 'A')</p>	2
Synthesis	<p>Are the relevant decisions/facts/ responses made based on the questions?</p> <p>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</p> <p>Option 2 : Some relevant facts:1 mark (One '-S') Where a candidate answers less than 50% (only one sub-questions) of the question with only OR some relevant facts; one '-S' Appears in the left margin. Award a maximum ONE (1) mark for synthesis.</p> <p>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.</p> <p>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</p>	
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
TTALFORINSIGHT: TOTALMARKSFORFACTS: TOTALMARKSFORESSAY(8 +32):		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. ('L,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 SUBMAX/ MAX mark in a subsection has been attained. Write SUBMAX/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
- 15.10.1 Award **TWO** marks for complete sentences. Award **ONE** mark for phrases, incomplete sentences and vague answers.

B



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.



B

QUESTION 1**1.1**

1.1.1 B ✓✓

1.1.2 B ✓✓

1.1.3 C ✓✓

1.1.4 A ✓✓

1.1.5 B ✓✓

(5 x 2) (10)**1.2**

1.2.1 gantt chart ✓✓

1.2.2 organisational culture ✓✓

1.2.3 image ✓✓

1.2.4 return ✓✓

1.2.5 conflict ✓✓

(5 x 2) (10)**TOTAL SECTION A: [20]****BREAKDOWN OF MARKS**

QUESTION 1	MARKS
1.1	10
1.2	10
TOTAL	20

B

SECTION B**Mark ONLY the FIRST TWO questions answered in this Section.****QUESTION 2: BUSINESS VENTURES****2.1 Factors that must be considered when composing a flyer.**

- Decide on the main theme of the flyer. ✓
- Make the central theme eye-catching/appealing to the reader. ✓
- The flyer should consist of both graphics and words. ✓
- Limit the number of words on the flyer. ✓
- Use color and large fonts for the most important information. ✓
- Ensure that the layout of the flyer is attractive and appealing. ✓
- Provide information about products/services. ✓
- Insert contact details of the business. ✓
- Proofread the flyer before printing it. ✓
- Write a title that will attract the reader's attention. ✓
- Any other relevant answer related to factors that must be considered when composing a flyer.

Mark the first TWO only.**Max (2)****2.2 Visual aids used by Nimrod.****2.2.1**

VISUAL AIDS	MOTIVATIONS
1. Data projector ✓✓	He intends to use slides to display the business's financial records. ✓
2. Hand-outs ✓✓	He will also provide printed copies of the financial report. ✓

(6)**2.2.2 Types of visual aids****Tables ✓✓**

- A set of facts/figures systematically displayed, especially in columns. ✓
- They are usually used to compare or contrast different things or ideas. ✓
- Any other relevant answer related to tables.

B

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

Graphs ✓✓

- These are visual illustrations to provide information in a clear and concise way. ✓
- Two-dimensional drawing showing a relationship between two sets of variables by means of a line/curve/bars ✓
- These can be inclusive of types of graphs such as line graphs/bar graphs/pie graphs etc. ✓
- Information in the graphs requires interpretation and comparisons must be made to see a relationship between different sets of data. ✓
- Any other relevant answer related to graphs.



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

Diagrams ✓✓

- A drawing showing the appearance/structure/workings of data in a schematic representation. ✓
- Diagrams and illustrations are used for making verbal descriptions clearer. ✓
- Any other relevant answer related to diagrams

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

Posters ✓✓

- They are used to advertise something or act as a reminder of something. ✓
- They are effective when they are bold and eye-catching. ✓
- Any other relevant answer related to posters.

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

PowerPoint ✓✓

- A collection of pages arranged in a sequence that contains text and images for presenting to an audience. ✓
- Video clips can provide variety and capture the attention of the audience. ✓
- Any other relevant answer related to powerpoint.

Heading (2)
Explanation (1)

B

Sub max (3)**Interactive whiteboards/Smart boards**✓✓

- An interactive display in the format of a whiteboard that reacts to user input either directly or through other devices. ✓
- It is useful to note down the most important points before or during a presentation.
- Useful to capture feedback and new ideas. ✓
- Any other relevant answer related to interactive whiteboards/smart boards.



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

Flip charts/White boards✓✓

- A large pad of paper, bound so that each page can be turned over at the top to reveal the next page, used on a stand. ✓
- Additional notes that was added during the presentation can be captured on computer after the presentation. ✓
- Any other relevant answer related to flip charts/white boards.

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

Illustration✓✓

- A picture or diagram that helps make something clear or attractive. ✓
- Any other relevant answer related to illustrations.

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

Max (6)

**Note: Do not award marks for answers quoted from Question 2.2.1.
 Mark the first TWO only.**

2.3 Ways in which a presenter should respond to questions in a non-aggressive and a professional manner.

- Listen to each question carefully and ensure that you interpret the question correctly. ✓✓

B

- Restate the question for your understanding if you are uncertain about the question. ✓✓
- Respond only to questions when you are certain about the question that was asked. ✓✓
- When answering a question, it is important to address the question and not the person asking the question. ✓✓
- Be prepared to acknowledge good questions by emphasising the value of the question to the presentation. ✓✓
- Don't attempt to answer questions that you do not know the answer to and acknowledge this to your audience. ✓✓
- Don't be afraid to admit mistakes made during the presentation if such mistakes are mentioned by your audience. ✓✓
- Remain polite/courteous/professional when responding to questions. ✓✓
- Refrain from becoming involved in a debate/argument with the person/s posing the questions. ✓✓
- Keep answers short and to the point. ✓✓
- Be direct/honest when responding to questions from the audience. ✓✓
- Any other relevant answer related to ways in which a presenter should respond to questions in a non-aggressive and professional manner.

Max (6)
TOTAL: [20]

BREAKDOWN OF MARKS

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

B



QUESTION 3: BUSINESS ROLES

3.1 Define the term Conflict

- Conflict is defined as a disagreement between individuals. ✓✓
- It can vary from a mild difference in opinion to a full-scale win-or-lose, emotionally-charged confrontational disagreement. ✓✓
- Conflict can create stress and can lead to gossip, avoidance, and hostility. ✓✓
- Conflict distracts employees from their work and needs to be resolved. ✓✓
- Conflict can be viewed as a negative situation, however, if the conflict is managed correctly it can lead to better team performance. ✓✓
- Any other relevant answer related to the definition of conflict.

Max (4)

3.2.1 Causes of conflict by quoting from the scenario

- The manager of BF has noticed that employees have not been following the business rules and regulations. ✓
- Customers have also complained about the behaviour of some of the employees. ✓

Max (2)

NOTE: Mark the first TWO only.

3.2.2 Other Causes of Conflict in the Workplace

- Lack of proper communication✓ between leaders and members. ✓
- Differences in backgrounds✓, cultures, values, beliefs, and language. ✓
- Limited✓ business resources.✓
- Different goals, and objectives✓ for groups and individuals. ✓
- Unfair workload✓ among the employees. ✓
- Personality differences✓ between groups and individuals. ✓

B

- Different opinions and priorities✓ between the employees. ✓
- Unmanaged stress✓ can cause unhappiness and lead to more stress. ✓
- Poor organization, leadership✓, and administrative procedures and systems. ✓
- Confusion✓ about scheduling and deadlines. ✓
- Competitiveness✓ and unrealistic expectations. ✓
- Lack of clarity✓ in roles and responsibilities. ✓
- Constant changes✓ in the workplace. ✓
- Unfair treatment of workers✓ or favouritism by management. ✓
- Lack of trust✓ among workers. ✓
- Different attitudes✓, values, or beliefs. ✓
- Disagreements✓ about needs, goals, priorities, and interests. ✓
- Inconsistency✓ in leadership decisions. ✓
- Lack of information✓ needed to do jobs properly. ✓
- Stereotyping✓ and prejudging. ✓
- Lack of teamwork✓ between the employees. ✓
- Any other relevant answer related to causes of conflict in the workplace. ✓

Max (6)**NOTE: Do not award marks for answers quoted from Q3.2.1.****3.3 Meaning of Conflict Management**

- Conflict management is the process of planning✓ to prevent conflict where possible and organizing to resolve conflict as quickly as possible.
- All members of the organization need to develop ways✓ of keeping conflict to a minimum and solving problems caused by conflict. ✓
- Conflict can be positive if managed correctly✓ since it means communication is taking place. ✓
- Any other answer related to the meaning of conflict management.

Max (4)**3.4 Performing stage of team development**

- Team members are aware of the strategies and aims of the team.✓✓
- They have direction without interference from the leader. ✓✓
- Leaders delegate and oversee the processes and procedures. ✓✓
- All members can handle the decision-making process without supervision. ✓✓
- In this stage, the teams are achieving their goals by helping each other. ✓✓

B

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

Max (4)**BREAKDOWN OF MARK ALLOCATION**

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

QUESTION 4: MISCELLANEOUS**BUSINESS VENTURES****4.1****4.1.1 Action plan from the scenario.**

- She also prioritized activities that needed to be done first. ✓
- Jade realized that an action plan will enable her to think logically and identify gaps in the plan. ✓

Max (2)**4.1.2 Importance of an action plan**

- It enables projects✓ to be achieved within the specified time. ✓
- It helps the person responsible for achieving.✓ certain goals to be organized. ✓
- It is a control measure ✓against which standards and performance can be measured. ✓

B

- Identify problems√ that could occur.√
- Acts as a monitoring tool√ that makes it possible to check the progress.√
- Enables businesses to transfer√ their plans into actions.√
- Serves as a monitoring tool√ to check its progress.√
- It provides an opportunity √for reflection on what has happened before and what actions have not helped.√
- Can bring together individuals/experts√ that are 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 toward that goal.√
- Any other relevant answer related to importance of an action plan.

Max (4)

4.2 Strategies that businesses can use to ensure that they remain profitable and sustainable

- Proper succession planning so that it can continue to exist despite all the challenges and threats it is confronted with. √√
- Sound managing finances.√√
- Effective management of scarce resources and employees.√√
- Maintaining a solid customer base.√√
- Monitoring the internal and external environment.√√
- Behaving ethically and being socially responsible.√√
- Increasing your own education so that you keep up with changing technologies in your industry.√√
- Building on business success and learning from mistakes.√√
- The business should be transparent, which means being willing to reveal exactly what the business does and what it stands for. √√
- Being environmentally aware and friendly, and consider the triple bottom line and managing the 3Ps , profit, planet and people.√√
- Any other relevant answer to strategies that businesses can use to ensure that they remain profitable and sustainable

Max (4)

B

Note: Mark the first TWO only.**BUSINESS ROLES****4.3 Stages of team development from the statements.**

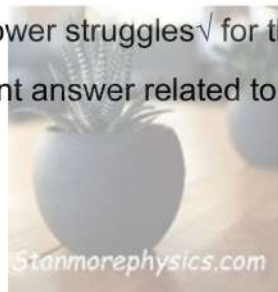
4.3.1 Forming ✓✓ (2)

4.3.2 Mourning/Adjourning ✓✓ (2)

4.3.3 Norming ✓✓ (2)

4.4 Storming stage in team development

- The storming phase is often characterized ✓ by conflict. ✓
- Team members actively engage ✓ in the tasks at hand. ✓
- Team members open up to each other ✓ and confront each other's ideas. ✓
- There may be power struggles ✓ for the position of team leader. ✓
- Any other relevant answer related to storming stage in team development.



(4)

TOTAL: [20]**BREAKDOWN OF MARK ALLOCATION**

QUESTION 4	MARKS
4.1	2
4.2.1	4
4.2.2	4
4.3.1	2
4.3.2	2
4.3.3	2
4.4	4
TOTAL	20

B

**SECTION C****QUESTION 5: BUSINESS VENTURES****5.1 Introduction**

- All businesses need money to be successful and grow. ✓
- Businesses must have knowledge of the different sources to finance a particular need of the business. ✓
- Businesses must consider several aspects before they get funding. These include things such as the amount of money, the cost of the funding, and the purpose of the funding. ✓
- New businesses need additional capital to run their operations successfully. ✓
- Businesses must consider all relevant factors before they choose the most appropriate source of funding. ✓
- Any other relevant introduction related to aspects that must be considered when initiating a business/sources of funding/factors that must be considered before start-up/ factors that influence the choice of funding.

Max (2)**5.2 Reasons why businesses need funding.**

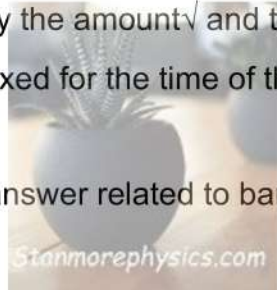
- Cover the start-up costs including premises/machinery/raw materials etc. ✓✓

B

- Run the business and have enough money to pay employees/suppliers of raw material etc.✓✓
- Pay for cost of input such as wages, telephone other expenses.✓✓
- Expand the business as the orders/sales increase and bigger premises need to be established. ✓✓
- Any other relevant answer related to reasons why businesses need funding.

Max (08)**5.3 Sources of funding****Bank loans**✓✓

- Businesses may apply✓ to borrow money from the bank.✓
- The bank will check their credit worthiness✓ before approving the loan.✓
- The bank will specify the amount✓ and the duration of the loan.✓
- The period can be fixed for the time of the loan✓ or variable in line with the current interest rate.✓
- Any other relevant answer related to bank loans.



Heading (2)
Explanation (2)
Sub max (4)

Bank overdraft✓✓

- Businesses with a current/ cheque account✓ organise a bank overdraft with the bank.✓
- With this type of funding, the bank will allow the business to withdraw✓ more than what is deposited in their bank account.✓
- The bank will set a limit ✓ on the amount that can be withdrawn from the account.✓
- The business pays interest✓ on the amount of money they withdraw and for the period they have overdrawn.✓
- Any other relevant answer related to bank overdraft.

Heading (2)
Explanation (2)
Sub max (4)

Trade credit✓✓

- Trade credit is an agreement✓ between a supplier and the business.✓
- Suppliers normally allow businesses between one to three months✓ to settle their debts.✓
- Businesses can sell or develop new products✓ to be able to pay off their debt during the

B

trade agreement period. ✓

- Any other relevant answer related to trade credit.

Heading (2)

Explanation (2)

Sub max (4)

Equity capital ✓✓

- The capital that is contributed by the owner ✓ of a business is known as owner's interest. ✓
- When the owner puts in additional funds ✓ in the business his/her equity increases. ✓
- The higher the owner's interest in the business, ✓ the higher the potential of profit and this will encourage greater commitment from the owner. ✓
- Any other relevant answer related to equity capital.



Heading (2)

Explanation (2)

Sub max (4)

Debt capital ✓✓

- If a business needs to borrow funds, ✓ it is known as debt capital. ✓
- The business must show the ratio ✓ between equity capital and debt capital in its business plan. ✓
- The solvency of the business is determined by the ratio ✓ of equity capital and debt capital. ✓
- It is very important that businesses must be solvent ✓ at all times. ✓
- Any other relevant answer related to debt capital

Heading (2)

Explanation (2)

Sub max (4)

Leasing and hire purchase ✓✓

- Businesses can lease certain assets such as equipment and technology, ✓ which is owned by the other party. ✓

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- Businesses may prefer to lease✓ certain items instead of buying them.✓
- In the contract the fixed amount✓ of monthly premium must be specified.
- Businesses can use leasing✓ because it is easier to find finance for a lease agreement than for the purchasing of an expensive asset.✓
- Any other relevant answer related to leasing and hire purchase.

Heading (2)

Explanation (2)

Sub max (4)

Grants ✓✓

- Under some circumstances a business may qualify ✓ for government support to get started.✓
- A grant means that the business will get funding ✓ from the government.✓
- Grants are normally cheaper funding ✓ than other sources.✓
- Any other relevant answer related to grants.

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Heading (2)

Explanation (2)

Sub max (4)

Venture capital ✓✓

- The credit provider of this funding will give money for the start-up✓ of the business in exchange for a share in the business.✓
- Sometimes the venture capitalist also request a portion in the management of the company✓ or a position on the board of directors.✓
- Any other relevant answer related to venture capital.

Heading (2)

Explanation (2)

Sub max (4)

Angel funding ✓✓

- Sometimes a wealthy entrepreneur offer financial help✓ in exchange for a share in the business.✓
- This type of funding carries a high risk✓ for the investor.✓

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- Any other relevant answer related to angel funding.

Heading	(2)
Explanation	(2)
✓Sub max	(4)
Max	(12)

5.4 Factors that must be considered before start up.

The culture of the organization✓✓

- The culture of an organisation✓ is the personality of a company. ✓
- The company's culture✓ is a combination of its vision, values, work environment, and internal behaviour.✓
- Entrepreneurs must decide what the culture of their business will be✓ before starting up.✓
- They must train the staff to know the culture of the business,✓ for example, they must know what the dress code/customer service etc.✓
- They must ensure that staff knows the culture of the business✓ and that their behaviour does not damage the business image.✓
- Any other relevant answer related to the culture of the organization.

Heading	(2)
Explanation	(2)
Sub max	(4)

Environmental changes✓✓

- Businesses operate in a dynamic and unpredictable environment✓ as it always changes and pose many challenges to businesses.✓
- Environmental change requires businesses to always adapt and review✓ their original plan.✓
- Any other relevant answer related to environmental changes.

Heading	(2)
Explanation	(2)
Sub max	(4)

Customer services✓✓

A good customer service requires entrepreneurs to:

B

- identify their potential customers ✓before startup.✓
- establish a good relationship✓ with their customers.✓
- change the market plan✓ to accommodate customer needs.✓
- Any other relevant answer related to the customer services.

Heading (2)
Explanation (2)
Sub max (4)

Business growth✓✓

- The entrepreneur must determine the size and the growth of the business✓ before they start up their business.✓
- The business must devise a suitable strategy✓ to manage and control a larger group of employees.✓
- The size and growth of the business ✓will determine the most appropriate form of ownership for the business.✓
- Many businesses want to grow too quickly, ✓which can cause problems such as lack of infrastructure and funding.✓
- The long-term vision of the size of the business must also be reflected✓ in the organogram of the business.✓
- Any other relevant answer related to the business growth.

Heading (2)
Explanation (2)
Sub max (4)

Cost-saving✓✓

- Businesses could do a joint advertising campaign ✓with other businesses that sell complementary products to reduce the advertisement cost.✓
- Businesses could save on office costs by using recycled printer cartridges✓ and buying good quality used equipment.✓
- Hire temporary employees✓ or use independent contractors to save costs.✓
- Business could save costs✓ by considering other aspects such as insurance, credit, online transactions, etc.✓
- Any other relevant answer related to the cost – saving.

Heading (2)

B

Explanation (2)
Sub max (4)
Max (16)

5.5 Factors that influence the choice of funding

The nature of finance✓✓

- Some types of financing like shares and debentures ✓are not available to certain forms of ownership like sole traders and partnerships. ✓
- Shares and debentures can only be issued✓ by companies.✓
- Sole traders and partnerships✓ should make use of other forms of funding.✓
- Any other relevant answer related to the nature of finance.



Heading (2)
Explanation (2)
Sub max (4)

The amount of capital needed✓✓

- The larger the amount of capital needed,✓ the fewer options will be available. ✓
- Larger amounts must be obtained from banks, ✓or the owner must use his/her own funds. ✓
- The government or NGOs will only give grants✓ for smaller amounts.✓
- Any other relevant answer related to the amount of capital needed.

Heading (2)
Explanation (2)
Sub max (4)

Risk✓✓

- The bank/venture capitalist will always consider how safe their investment will be ✓by looking at factors that will endanger the recovery of the debt. ✓
- It is always more difficult for a new business to obtain funding/extra funding✓ than an existing business who already has a good credit record.✓
- Any other relevant answer related to risk.

Heading (2)
Explanation (2)

B

Sub max (4)**Cost of finance** ✓✓

- The cost of the funding is normally measured in the interest ✓ that must be paid for the funding. ✓
- Businesses must weigh all the options ✓ before choosing the most affordable option of funding. ✓
- Any other relevant answer related to the cost of finance.

Heading (2)
Explanation (2)
Sub max (4)

Period of finance ✓✓

- For short-term financing like the payment of creditors, buying stock, and so on, ✓ businesses could make use of a bank overdraft. ✓
- However, if a business must buy an asset, such as equipment, ✓ a bank loan would suit this purpose better. ✓
- Any other relevant answer related to period of finance.

Heading (2)
Explanation (2)
Sub max (4)
Max (12)

Conclusion

- To be successful entrepreneurs must be very careful and consider several factors and aspects before starting a new business. ✓✓
- The effective management of funds will enable an entrepreneur to be sustainable in the long run. ✓✓
- Successful businesses always conduct research on aspects that must be considered when initiating a business. ✓✓

B

- Various factors that influence the choice of funding should be considered to avoid paying high interest rates. ✓✓
- Any other relevant conclusion related to aspects that must be considered when initiating a business /sources of funding/ factors that must be considered before start – up/ factors that influence the choice of funding.

Any (1 × 2) (2)

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Reasons why businesses need funding.	8	
Sources of funding	12	
Factors that must be considered before start - up	16	
Factors that influence the choice of funding	12	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:**Allocate 2 marks if all requirements are met.****Allocate 1 mark if some requirements are met.****Allocate 0 marks where requirements are not met at all.****QUESTION 6: BUSINESS ROLES****6.1 Introduction**

- Workplace forums must be representative of all the employees in the workplace. ✓
- Trade unions promote and protect the rights of their members in the workplace. ✓
- Teams generally go through different stages of development before they reach a consensus and perform optimally. ✓

B

- Teamwork increases productivity and job satisfaction. ✓
- Any other introduction related to causes of conflict/functions of workplace forums/stages of team development/importance of teamwork.

Any (2x1) (2)**6.2 Function of workplace forums**

- Represents the employees in that workplace and consult and negotiate with management about matters concerning employees. ✓✓
- Workplace forums play an active role in resolving conflict that occurs between employees and employers. ✓✓
- The aim is to resolve conflict before it leads to more serious problems in the workplace ✓✓
- Workplace forums prevent unilateral decisions made by employers on issues affecting the employees. ✓✓
- It encourages workers' participation in decision-making. ✓✓
- Promote the interests of all employees in the workplace. ✓✓
- Enhance efficiency in the workplace through cooperation. ✓✓
- Any other relevant answer related to the function of workplace forums.

Max (12)

B

6.3 Differences between trade unions and workplace forums

TRADE UNIONS	WORKPLACE FORUMS
● Negotiates✓ salaries and wages.✓	● Does not deal with✓ remuneration✓
● Can organize a strike✓ under certain circumstances.✓	● Workplace forums cannot organize strikes✓ under any circumstances✓
● Is a legal entity ✓that can sue or be sued in its name.✓	● Can only be established✓ if the workplace has more than 100 employees. ✓
● Workers have to be registered members✓ of a trade union. ✓	● Non-union members can belong✓ to a workplace forum. ✓
● Any other relevant differences between trade unions and workplace forums.	● Any other relevant differences between trade unions and workplace forums.
Sub max (6)	Sub max (6)

Max (12)**Note: 1. The answers do not have to be in tabular format.****2. Award a maximum of SIX (6) marks if the differences are not clear.****Mark either trade unions or workplace forums.****6.4 Stages of team development****6.4.1 Forming✓✓**

- The first stage is when team members get to know each other.✓
- Team members are aware of themselves. ✓
- Team members show good behaviour as they are new to the group. ✓
- Team members plan their work and new roles. ✓
- Any other answer related to forming stage.

Heading: (2)**Explanation: (2)****Sub max (4)****6.4.2 Storming✓✓**

- The storming phase is often characterized by conflict. ✓
- Team members actively engage in the tasks at hand. ✓
- Team members open up to each other and confront each other's ideas. ✓
- There may be power struggles for the position of team leader. ✓
- Any other answer related to storming stage.

Heading: (2)

B

Explanation: (2)**Sub max (4)****6.4.3 Norming**✓✓

- Team members come to an agreement and reach a consensus. ✓
- Roles and responsibilities are clear and accepted. ✓
- Team members have the ambition to work for the success of the team. ✓
- Team members are motivated and take pride in their work. ✓
- Any other answer related to norming stage.

**Heading: (2)****Explanation: (2)****Sub max (4)****6.4.4 Performing**✓✓

- Team members are aware of the strategies and aims of the team. ✓
- They have direction without interference from the leader. ✓
- Leaders delegate and oversee the processes and procedures. ✓
- All members can handle the decision-making process without supervision. ✓
- Any other relevant answer related to the performing stage of team development.

Heading: (2)**Explanation: (2)****Sub max (4)****6.4.5 Mourning/Adjourning**✓✓

- The focus is on the completion of the task or ending the project. ✓
- 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. ✓
- Any other answer related to mourning/adjourning stage.

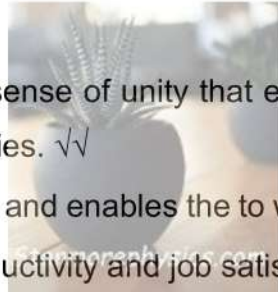
Heading: (2)**Explanation: (2)****Sub max (4)**

NOTE: Mark the first THREE only.



6.5 Importance of teamwork

- Teams have a common goal/purpose that unites team members. ✓✓
- Teamwork leads to synergy, commitment, high productivity, employee empowerment, job satisfaction, and organizational effectiveness. ✓✓
- Effective teamwork can provide a basis for consistency in performing at a high level. ✓✓
- Teamwork is a sense of unity that enable team members to share common interests and responsibilities. ✓✓
- It reduces stress and enables the to work together toward achieving a common goal ✓✓
- It increases productivity and job satisfaction and organizational effectiveness. ✓✓
- Any other answer related to importance of teamwork.

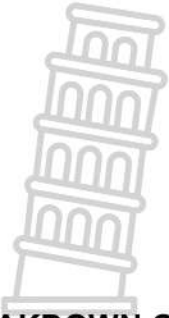


Max (10)

6.6 Conclusion

- Managers must ensure that they consult with workplace forums before changing rules and procedures, this will promote a healthier relationship between the employer and employee. ✓✓
- Employers should allow their employees to belong to a trade union of their choice and allow for the establishment of workplace forums so that all employees can participate in decisions made at the workplace. ✓✓
- Managers should be able to guide team members through the different stages of team development, in order to ensure the success of the team. ✓✓
- Team leaders should emphasize the importance of teamwork to all members, and be open to suggestions, ideas, and solutions that team members contribute. ✓✓
- Any other conclusion related to causes of conflict/functions of workplace forums/stages of team development/importance of teamwork.



**BREAKDOWN OF MARKS**

Details	Maximum	Total
Introduction	2	Max 32
Functions of workplace forums	12	
Differences between trade unions and workplace forums	12	
Stages of team development	12	
Importance of teamwork	10	
Conclusion	2	
INSIGHT		
Layout	2	Max 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.