KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

NATIONAL
SENIOR CERTIFICATE

GRADE 11

BUSINESS STUDIES

COMMON TEST

SEPTEMBER 2025

MARKS : 100

TIME : 1¹/₂ 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 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 Bank … is when a bank allows a business to take out more than it has in its bank account.

        A   loan
        B   overdraft
        C   deficit
        D   surplus

    1.1.2 A … presentation refers to the use of speech by the presenter to convey a message to stakeholders.

        A   dormant
        B   vibrant
        C   verbal
        D   non-verbal

    1.1.3 A simple tool that list all the activities that need to be done and the date order in which they will be completed is known as…

        A   timelines
        B   Gantt charts
        C   action plan
        D   Work breakdown structure

    1.1.4 A profitable business attracts more … that can lead to the business expanding.

        A   founders
        B   traders
        C   investors
        D   partners

    1.1.5 Thabo and Thembi, had a disagreement, which resulted in a/an … between them.

        A   conflict
        B   conflict management
        C   grievance
        D   problem

                                      (5x2)   **[10]**

1.2 **Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1–1.2.5) in the ANSWER BOOK.**

> challenge ; responsibility ; teamwork ; equity capital ;
>
> power point ; accountability ; debt capital ; strategy ;
>
> excel ; management

1.2.1 A… is a plan of action that must be carried out by an entrepreneur.

1.2.2 A collection of pages arranged in a sequence that contain text and images for presenting to an audience is known as…

1.2.3 Successful entrepreneurs are not afraid to take … for their decisions and actions in their business.

1.2.4 Capital that is contributed by the owner is referred to as…

1.2.5 Lack of … between the employees, can cause conflict in the business.

(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   State THREE key success factors.   (3)

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

SIYA'S SMOOTHIE STOP
Siya is a Grade 11 learner who is passionate about healthy living. She started a small business selling fresh, affordable smoothies made from real fruits. Siya came up with a unique business idea based on a gap she noticed at the school. On the first week she barely made any sales. Instead of giving up, Siya asked for feedback and made improvements to the flavours and packaging.

    2.2.1 Identify ONE quality of an entrepreneur represented by Siya from the scenario above. Motivate your answer by quoting from the scenario above.   (3)

    2.2.2 Explain any other TWO entrepreneurial qualities.   (6)

2.3   Discuss factors that the presenter must consider when preparing a presentation.   (4)

2.4   Recommend steps in report writing.   (4)

[20]

QUESTION 3:   BUSINESS ROLES

3.1   State any THREE causes of conflict in the workplace.   (3)

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

PLUSH ADVERTISERS(PL)
Plush advertisers specializes in designing corporate advertisements. PL's advertising team have gained a good reputation for their unique designs. The advertising team of PL is allowed to handle all decision-making processes without supervision.

3.2.1   Identify the stage of team development from the scenario above.
              Motivate your answer by quoting from the scenario.   (3)

3.2.2   Explain the stage of team development identified in QUESTION 3.2.1. (6)

3.3   Elaborate on the meaning of conflict management.   (4)

3.4   Advise businesses on the forming stage of team development.   (4)

                                                                                                                    [20]

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

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

SMART PRINT(SP)
Smart Print offers services like printing school projects, posters, fliers, and designing invitations for events. Before starting Smart Print, the owner Juke, carefully considered important factors that could affect his business. He researched trends and find out the following: • Businesses could use recycled printer cartridges and buy good quality used equipment. • Constant monitoring and evaluation need to be done to ensure that resources are used effectively. • Change the market plan to accommodate, customer needs

4.1.1   Identify TWO factors that Smart Print should consider before starting-up. Motivate your answer by quoting from the scenario.

Use the table below as a GUIDE to answer QUESTION 4.1.1.

FACTORS	MOTIVATIONS

(6)

4.2   Suggest to the businesses the factors that influence the choice of funding.   (4)

BUSINESS ROLES

4.3   Define the term conflict.   (4)

4.4   Explain the functions of workplace forums.   (6)

[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

> Once business has completed its business plan, an action plan must be drafted and various steps must be considered when drawing up an action plan. Entrepreneurs must consider the purpose of a business plan. Project planning tools such as Time lines and Gantt Charts help track progress and keep everything on schedule. Project planning steps help the business to turn the idea into a project.

Keep the scenario in mind and write an essay in which you include the following:

- Outline the steps to follow when drawing up an action plan.
- Explain the purpose of a business plan.
- Discuss the importance of timelines and Gantt Charts in project planning.
- Advise businesses on the project planning steps

[40]

QUESTION 6: BUSINESS ROLES

> Team work is important as it assist a business in achieving its targets. Businesses should understand the differences between trade unions and workplace forums. The different stages of team development should be used effectively by businesses. Managers should consider the functions of workplace forums in the business.

Write an essay on team dynamics and conflict management, taking the following into account:

- Outline the importance of team work.
- Explain the differences between trade unions and workplace forums.
- Discuss any FOUR stages of team development.
- Advise businesses on the functions of a workplace forum.

[40]

TOTAL SECTION C: [40]

TOTAL MARKS: [100]

KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

FINAL

NATIONAL
SENIOR CERTIFICATE

GRADE 11

BUSINESS STUDIES

SEPTEMBER 2025 TEST

MARKING GUIDELINES

MARKS : 100

TIME : 1½ Hours

These marking guidelines consist of 27 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.
3.   However, this would depend on the nature of the question.

4.   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.

5.   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.)

6.   The word 'Sub-max' is used to facilitate the allocation of marks within a question or sub-question.

7.   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.

8. 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.

9. In an indirect question, the theory as well as the response must be relevant and related to the question.

10. 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.

11. No additional credit must be given for repetition of facts. Indicate with a 'R'.

12. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:

    12.1 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.'*√

    12.2 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.

13. 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:

    13.1 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.

    13.2 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.

14. Mark only the FIRST answer where candidates offer more than one answer for SECTION B and C questions that require one answer.

15. **SECTION B**

15.1 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.

15.2 If two facts are written in one sentence, award the candidate FULL credit. Point 15.1 above still applies.

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

15.4 **Use of the cognitive verbs and allocation of marks:**

15.4.1. If the number of facts are specified, questions that require candidates to 'describe/discuss/explain' may be marked as follows:

15.4.2 Fact 2 marks (or as indicated in the marking guidelines)
15.4.1 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.

15.4.3 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.

15.5 **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).**

16.   **SECTION C**

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

Introduction	**Maximum:**
Content	**32**
Conclusion	
Insight	**8**
TOTAL	**40**

16.2   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-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.
	
	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**
	TTAL FOR INSIGHT:	**8**
	TOTAL MARKS FOR FACTS:	**32**
	TOTAL MARKS FOR ESSAY (8 + 32):	**40**

NOTE:
1. **No marks will be awarded for contents repeated from the introduction and conclusion.**
2. **The candidate forfeits marks for layout if the words INTRODUCTION and CONCLUSION are not stated.**
3. **No marks will be awarded for layout, if the headings INTRODUCTION and CONCLUSION are not supported by an explanation.**

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

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

16.5   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".

16.6   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

16.7   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.)

16.8   If the candidate identifies/interprets the question INCORRECTLY, then he/she may still obtain marks for layout.

16.9   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.

16.10

16.10.1 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.

16.10.2   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.

16.11   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.

NOTE:

- **QUESTION 3.3 (4 marks) has been removed, therefore this question must be marked out of 16 marks.**

- **QUESTION 4.4 (6 marks) has been removed, therefore this question must be marked out of 14 marks.**

- **Learners who chose Q2 and Q3 – Total paper mark will be 96, this must then be converted to 100 marks and recorded accordingly on SA SAMS.**

- **Learners who chose Q2 and Q4 – Total paper mark will be 94, this must then be converted to 100 marks and recorded accordingly on SA SAMS.**

- **Learners who chose Q3 and Q4 – Total of paper mark will be 90, this must then be converted to 100 marks and recorded accordingly on SA SAMS.**

SECTION A

QUESTION 1

1.1

1.1.1   B ✔✔

1.1.2   C ✔✔

1.1.3   A ✔✔

1.1.4   C ✔✔

1.1.5   A ✔✔   (5 x 2)   (10)

1.2

1.2.1   strategy ✔✔

1.2.2   power point ✔✔

1.2.3   responsibility ✔✔

1.2.4   equity capital ✔✔

1.2.5   teamwork ✔✔   (5 x 2)   (10)

TOTAL SECTION A: [20]

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
TOTAL	20

SECTION B

Mark ONLY the FIRST TWO questions answered in this Section.

QUESTION 2: BUSINESS VENTURES

2.1   **Key success factors**
- Sustainability ✔
- Profitability ✔
- Customer base ✔
- Stable workforce ✔
- Good leadership ✔
- Market knowledge ✔
- Strong customer base ✔
- Ethics, controls, and good governance ✔
- Stable workforce ✔
- Unique product or service ✔

   Note: Mark the first THREE only   **Max (3)**

2.2.1   **Identification**
   - Showing perseverance. ✔✔   **Sub max (2)**

   Motivation

   - Instead of giving up, Siya asked for feedback and made improvements to the
     flavours and packaging. ✔   **Sub max (1)**
                              OR
   Identification

   -      Willpower to overcome obstacles✔✔   **Sub max (2)**

   Motivation
   - Instead of giving up ,Siya asked for feedback and made improvements to the
     flavours and packaging.
                                                                 Sub max (1)
                                                                 Max (3)

**NOTE: Do not award marks for motivation if the identification is incorrect.
          Award mark for the identification even if the motivation /quote is incomplete.**

2.2.2   **Other qualities of an entrepreneur**

Desire for responsibility✔✔

   - Entrepreneurs like to prove themselves as being innovative, hardworking,
     and responsible for creating their own income. ✔
   - Successful entrepreneurs are not afraid to take responsibility for their
     decisions and actions in their business. ✔

- Entrepreneurs find it hard to work for other people or to take instructions from managers as they like being in control. ✓
- They prefer to be the creators of their own future. ✓
- Any other answer related to desire for responsibility.

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

Taking calculated risks ✓✓

- An entrepreneur is willing to take a well thought off risk because risks involve a degree of uncertainty. ✓
- Most entrepreneurs risk financial security when they start a business venture. ✓
- Entrepreneurs take calculated risks as they weigh up what they might lose before deciding. ✓
- They risk their own money when they start their business as they envisage to make a profit. ✓
- They are flexible should they turn out to make wrong decisions. ✓
- Any other answer related to taking calculated risks.

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

Good management and leadership skills ✓✓

- An entrepreneur has good management skills such as planning, motivating, and controlling. ✓
- Entrepreneurs must be capable of inspiring other people to believe in their vision. ✓
- They are good leaders who can motivate and inspire others to do their best. ✓
- They are good communicators, skilled at resolving conflict and generating enthusiasm in others. ✓
- Entrepreneurs know what they are not good at and get others to complement their strengths. ✓
- Any other answer related to good management and leadership skills.

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

High levels of energy ✓✓

- High energy levels and good health are essential. ✓
- Entrepreneurs should show enthusiasm to achieve the best solution. ✓
- Starting and running a business requires considerable energy and the ability to focus on business objectives. ✓
- Their physical energy and commitment enable them to work hard for long hours with demanding customers. ✓
- Successful entrepreneurs are not afraid to deal with the stress involved in running one's own business and making difficult decisions. ✓
- Any other answer related to high levels of energy.

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

Dreams with a clear vision✓✓

- An entrepreneur has a vision of where they are heading and what they want to achieve in future. ✓
- They have a clear vision and able to achieve long-term goals. ✓
- An entrepreneur can convert a dream into a business plan and can explain their vision to others. ✓
- Any other answer related to dreams with a clear vision.

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

Confidence in one's ability to succeed✓✓

- An entrepreneur must have confidence, believe in themselves and believe they can achieve their goals. ✓
- They are positive and focus on things that could go right instead of focusing on things that could go wrong. ✓
- They have a healthy opinion of themselves and a strong/assertive personality. ✓
- They are focused and determined to achieve their goals. ✓
- Any other answer related to confidence in one's ability to succeed.

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

Flexibility✓✓

- The business environment is constantly changing, and entrepreneurs must be flexible to adapt to these changes. ✓
- Entrepreneurs are able to adapt to different circumstances. ✓
- They are willing to listen to other ideas and be able to admit when they are wrong. ✓
- Entrepreneurs change with the times by improving their skills and knowledge on the latest technology or market trends. ✓
- Any other answer related to flexibility.

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

Recognising opportunities✓✓

- A successful entrepreneur can recognise opportunities and has the drive to convert them into business opportunities. ✓
- Successful entrepreneurs can identify gaps in the market and make money. ✓
- They are able to identify viable opportunities that are not always easy to spot. ✓
- Any other answer related to recognizing opportunities.

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

Organisational skills✓✓

- Entrepreneurs need to have excellent organisational skills. ✓
- Examples of organisational skills are time management, planning and leadership. ✓
- Entrepreneurs must also have the skills to manage their own businesses. ✓

- Any other answer related to organizational skills.

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

Passion✓✓

- An entrepreneur is passionate and enthusiastic about their product and business. ✓
- Passion for the business will keep the entrepreneur motivated when things go wrong. ✓
- Passion can be illustrated when an entrepreneur finds it difficult to simply walk away from failure and setbacks. ✓
- Any other answer related to passion.

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

A high degree of commitment✓✓

- Entrepreneurs must be committed to see something through despite difficulties. ✓
- They are not afraid to make sacrifices to realise their dreams. ✓
- Great entrepreneurs have high standards and cannot tolerate mediocrity. ✓
- They are committed to their business idea and work hard to achieve their goals. ✓
- These are people who have a combination of strong foresightedness and orientation. ✓
- Any other answer related to a high degree of committment.

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

Product and customer focus✓✓

- Developing products or services that make people's lives easier is a characteristic of entrepreneurship. ✓
- An entrepreneur with a product and customer focus is one that clearly understands the needs and wants of their customers. ✓
- Any other answer related to product and customer focus.

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

Being creative✓✓

- An entrepreneur uses creative thinking skills to turn threats into business opportunities in order to be competitive. ✓
- Creativity requires imagination to produce the most obscure ideas. ✓
- This allows entrepreneurs to think beyond the traditional solutions. ✓
- Entrepreneurs come up with something new and yet have success potential. ✓
- Any other answer related to being creative.

Heading: (2)
Explanation: (1)
Sub max (3)
Max (6)

Note: Mark the first TWO only

2.3 Factors that the presenter must consider when preparing a presentation.

- Be clear about the purpose✔ of the presentation. ✔
- Write down an outline of the important information✔ that needs to be shared with your audience. ✔
- Ensure that the main aim of the presentation is captured✔ in your opening statement. ✔
- Familiarise yourself with the content of the presentation✔ to ensure a smooth flow of the presentation. ✔
- Be familiar with the background of your audience, ✔ so that your presentation speaks to their area of interest. ✔
- Include simple language✔ in your presentation. ✔
- Formulate a rough draft of your presentation. ✔ It should include a logical flow of information, starting from the introduction to the body, and finally the conclusion. ✔
- Summarise the main facts of the body in your conclusion✔ and link your conclusion to the initial purpose of the presentation. ✔
- Include visual aids✔ that will enhance your presentation. ✔
- Practice the delivery of your presentation✔ to ensure that the allocated time is not exceeded. ✔
- Prepare yourself for possible clarity questions✔ that your audience may ask after the presentation. ✔
- Any other answer related to the factors that the presenter must consider when preparing a presentation

Max (4)

2.4 Steps in report writing

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

NOTE: Accept steps in any order.

Max (4)
[20]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	3
2.2.1	3
2.2.2	6
2.3	4
2.4	4
TOTAL	20

QUESTION 3:   BUSINESS ROLES

3.1   Causes of conflict in the workplace

- Lack of proper communication between leaders/management and members/workers. ✔
- Differences in backgrounds, cultures, values, beliefs, and language. ✔
- Limited business resources. ✔
- Different goals, objectives for groups and individuals. ✔
- Unfair workload among the employees. ✔
- Personality differences between groups and individuals. ✔
- Different opinions and priorities between the employees. ✔
- Unmanaged stress can cause unhappiness and lead to more stress. ✔
- Poor organisation, leadership, and administrative procedures and systems. ✔
- Confusion about scheduling and deadlines. ✔
- Ignoring rules and procedures ✔
- Misconduct and unacceptable behaviour. ✔
- 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. ✔   **Max (3)**

Note: Mark the first THREE(3) only.

3.2.1   Identification
- Performing stage/working as a team towards a goal✔✔   **Sub Max (2)**

Motivation
- The advertising team of PL is allowed to handle all decision-making process without supervision. ✔   **Sub Max (1)**
                                                              Max (3)

NOTE: 1.   Do not award marks for motivation, if identification is incorrect.
2.   Award mark for the identification, even if the motivation is incomplete/incorrect.

3.2.2   Performing stage/working as a team towards a goal

- 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. ✔
- Processes and✔ structures are set. ✔
- All members can handle✔ decision-making process without supervision. ✔
- Any other relevant answer related to performing stage/working as a team towards a goal.   **Max (6)**

NOTE: Do not award marks for responses quoted from the scenario.

3.3   THIS QUESTION HAS BEEN REMOVED. REFER TO NOTES TO MARKERS, AFTER
       NUMBER 16.11, Page 7.

3.4   **Forming stage**

- 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. ✓✓
- Team members are comfortable and polite with each other during this stage. ✓✓
- People focus on being busy with routines, such as team organisations, e.g. who does what, when to meet each other, etc. ✓✓
- Any other relevant answer related to forming stage.   **Max (4)**
                                                                                        [16]

BREAKDOWN OF MARK ALLOCATION

3.1	3
3.2.1	3
3.2.2	6
3.3	REMOVED
3.4	4
TOTAL	16

Please turn over

QUESTION 4: MISCELLANEOUS

BUSINESS VENTURES

4.1
4.1.1

FACTORS	MOTIVATIONS
- Cost saving✓✓	- Businesses could use recycled printer cartridges and buy good quality used equipment. ✓
- Customer services✓✓	- Change the market plan to accommodate customer needs. ✓
Sub max (4)	**Sub max (2)**

Max (6)

Note: Mark the first TWO (2) only.
Do not award marks for motivation, if factors are identified incorrectly.
Award marks for identification, even if the motivation is
incomplete/incorrect.

4.2   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)
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 (4)

BUSINESS ROLES

4.3   Term conflict
- Conflict is defined as a struggle/disagreement✔ between two people/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. ✔
- Disagreement between two parties in which one or both parties believe✔ that their personal interest/need is threatened. ✔
- Any other relevant answer related to define the term conflict.   **Max (4)**

4.4   THIS QUESTION HAS BEEN REMOVED. REFER TO NOTES TO MARKERS, AFTER
         NUMBER 16.11, Page 7.

[14]

BREAKDOWN OF MARK ALLOCATION

4.1.1	6
4.2	4
4.3	4
4.4	REMOVED
TOTAL	14

SECTION C

QUESTION 5:   BUSINESS VENTURES

5.1   Introduction

- An action plan take the ideas from the business plan and breaks them into clear, manageable steps. ✓
- A business plan is a roadmap that shows the goals of a business and how it plans to reach them. ✓
- Tools like timelines and Gantt charts help keep the project on track. ✓
- Project planning steps enable businesses to monitor the implementation of the project. ✓
- Any other relevant introduction related to steps to follow when drawing up an action plan, purpose of a business plan, importance of Gantt charts, WBS and timelines and project planning steps.

Any (2x1)(2)

5.2 Steps to follow when drawing up an action plan
- The summary of the vision, mission, long term and short-term goals must be defined. ✓✓
- Define the steps you would take to get there.✓✓
- Start with what must be done first/prioritise. ✓✓
- Identify the end point for each step. ✓✓
- Arrange the steps in logical order. ✓✓
- Think about any problems that may happen. ✓✓
- Review progress regular. ✓✓
- Any other relevant answer related to steps to follow when drawing up an action plan.

Max (10)

5.3   Purpose of a business plan
- Gain insight in the market✓ and competition. ✓
- Obtain funding✓ from investors. ✓
- Set realistic goals✓ and objectives. ✓
- Identify the right talent✓ for moving the business vision forward. ✓
- Make correct decisions ✓and manage the business. ✓
- Communicate the business plan✓ to various stakeholders. ✓
- Offers direction✓ of a proposed business. ✓
- A written document✓which gives a comprehensive overview of a proposed business. ✓
- Used to check✓ the performance. ✓
- A tool used to sell or market✓ the business. ✓
- To identify✓possible strengths, weaknesses, opportunities and threats. ✓
- Used to convince other people✓ of the profitability of the business, such as applying for finance for a bank. ✓
- Any other relevant answer related to purpose of a business plan.

Max (12)

5.4 Importance of Gantt charts, WBS and timelines

- These tools help the project staff to project dates and set up plans✓ to achieve set goals in advance. ✓
- They are vital to project managers ✓ as businesses try to meet and exceed client expectations. ✓
- Project managers use them as tools to get their jobs done, ✓ many of which are specific to a single company or product. ✓
- Timelines serve as a planning tool that helps to indicate the due date/date of completion✓ for each of the short-term objectives and tasks.✓
- Timelines keep information in a sequential order✓ and dates on which an activity must be done. ✓
- Any other relevant answer related to importance of Gantt charts ,WBS and timelines.

Max (10)

5.5 Project planning steps

- Define the scope of the plan to be done e.g define what the purpose , first and last activities will be. ✓✓
- Identify project supporters. ✓✓
- Break the project down into activities. ✓✓
- Set time frames and determine how long each activity takes. ✓✓
- Set milestones/ targets e.g. what are main completion point. ✓✓
- Determine accountabilities/person responsible for the decision made. ✓✓
- Calculate the financial, human/technical resources that will be needed. ✓✓
- Plot the activity schedule into a Gantt chart. ✓✓
- Execute the project plan. ✓✓
- Monitor progress. ✓✓
- Communicate and review project progress. ✓✓
- Keep records of all activities. ✓✓
- Any other relevant answer related to project planning steps.

Max (14)

5.6 Conclusion

- Turning a business plan into an action plan is key to making business goals a reality. ✓✓
- Every project needs a roadmap with clearly defined goals that should not change after the first phase of the project has been completed. ✓✓
- Gantt charts enable businesses to control a large number of activities and ensure that all activities are completed on set schedules. ✓✓
- Project planning helps guide the process from ideas to real success. ✓✓
- Any other relevant conclusion related to steps to follow when drawing up an action plan, purpose of a business plan, importance of timelines and Gantt charts and project planning steps.

Any (2x1) (2)

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	
Steps to follow when drawing up an action plan	10	
Purpose of a business plan	12	**Max 32**
Importance of Gantt charts, WBS and timelines	14	
Project planning steps	10	
Conclusion	2	
INSIGHT		
Layout	2	
Analysis/Interpretation	2	**8**
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

- Businesses should emphasize the importance of teamwork to all team members. ✓
- It is important for businesses to explain the differences between trade unions and workplace forums to all their employees. ✓
- Businesses should be encouraged to use the different stages of team development, when setting up teams in the workplace. ✓
- The functions of workplace forums in a business are to enhance communication and collaboration between the employer and employees.✓
- Any other relevant introduction related to importance of teamwork/differences between trade unions and workplace forums/stages of team development and functions of workplace forums. **Any 2x1 (2)**

6.2 Importance of team work

- 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 them to work together toward achieving a common goal. ✓✓
- It increases productivity and job satisfaction, employee empowerment, improved quality and organizational effectiveness. ✓✓
- Any other answer related to importance of teamwork. **Max (8)**

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 as✓ 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. **Answers do not have to be in tabular format.**

2. **The differences do not have to link but must be clear.**

3. **Award a maximum of 6 marks if the differences are not clear.**
    Mark either trade unions or workplace forums only.

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. ✓
- Teams are comfortable and polite✓ with each other during this stage. ✓
- People focus on being busy with routines✓, such as team organisations e.g. who does what, when to meet each other, etc. ✓
- 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. ✓
- Teams go through a period of✓ unease/conflict after formation. ✓
- Different ideas from team members✓ will compete for consideration. ✓
- Tension/struggle/arguments occur and✓ upset the team members. ✓
- In some instances, storming can be resolved quickly✓, in others, the team never leave this stage. ✓
- Many teams fail during this stage✓ as they are not focused on their task. ✓
- This phase can become destructive for the team✓/will negatively impact on team performance, is allowed to get out of control. ✓
- Theis stage is necessary/important for✓ the growth of the team. ✓
- Some team members tolerate✓ each other to survive this stage. ✓
- Any other answer related to storming stage.

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

6.4.3 Norming/settling/reconciliation✓✓
- 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. ✓
- Processes/working style and respect✓ develop amongst members. ✓
- Conflict may occur, but✓ commitment and unity are strong. ✓
- Any other answer related to norming stage.

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

6.4.4 Performing/working as a team towards a goal✓✓
- 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. ✓

Please turn over

- All members can handle the✔ decision-making process without supervision. ✔
- Processes and structures✔ are set. ✔
- Any other relevant answer related to the performing stage of team development.

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

6.4.5 Mourning/Adjournment✔✔
- 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)
Max (16)

NOTE: Mark the first FOUR only.

6.5 Functions of workplace forums

- The function of the forum is to represent the employees in that workplace and to consult and negotiate with management about matters concerning employees. ✔✔
- Prevent unilateral decisions made by employers on issues affecting the employees. ✔✔
- Encourages workers' participation in decision-making. ✔✔
- Have the right to be consulted by an employer on:
    - restructuring of work methods✔✔
    - restructuring of job functions✔✔
    - retrenching of workers✔✔
    - mergers and transfer of ownership✔✔
    - job grading✔✔
    - criteria for merits and bonuses✔✔
    - health and safety measures✔✔
    - measures to establish an affirmative action programme.✔✔
    - partial or total closure of the business. ✔✔
- Promotes the interests of all employees in the workplace. ✔✔
- Enhances/Promotes efficiency in the workplace through co-operation/ inputs/recommendations. ✔✔
- Are consulted by an employer and reach consensus about working conditions. ✔✔
- Consult with the employer on issues that could cause conflict. ✔✔
- Resolves conflict between employers and employees. ✔✔
- Improve efficiency and productivity through input/recommendation. ✔✔
- Any other relevant answer related to functions of workplace forums. **Max (10)**

6.6   Conclusion

-   Businesses that understand the importance of teamwork, will be able to sustain successful teams in the future. ✔✔
-   Businesses that allow for employees to join trade unions and be part of workplace forums are able to maintain a positive image.✔✔
-   Businesses that guide their team members through the various stages of team development produce successful teams. ✔✔
-   Businesses that understand the functions of workplace forums resolve work related issues efficiently.✔✔
-   Any other relevant conclusion related to importance of teamwork/differences between trade unions and workplace forums/stages of team development and functions of workplace forums.   **Any (1 x 2) 2**

BREAKDOWN OF MARKS

Details	Maximum	Total
Introduction	2	
Importance of team work	8	
Differences of trade unions and workplace forums	12	**Max 32**
Stage of team development	16	
Functions of workplace forums	10	
Conclusion	2	
INSIGHT		
Layout	2	
Analysis, interpretation	2	**Max 8**
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.