



education

Department:
Education
PROVINCE OF KWAZULU-NATAL

GRADE 10

BUSINESS STUDIES PAPER 2

St NOVEMBER 2025om

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MARKS: 150

TIME : 2 Hours

This paper consist of 10 pages only.

INSTRUCTIONS TO CANDIDATES

Read the following instructions carefully before answering the questions.



1. This question paper consists of **THREE** sections and covers all main topics.

SECTION A: COMPULSORY

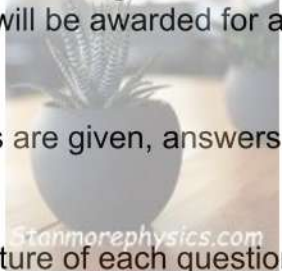
SECTION B: Consists of **THREE** questions.

Answer any **TWO** of the **THREE** questions in this section.

SECTION C: Consists of **TWO** questions.

Answer any **ONE** of the four questions in this section.

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



SECTION	QUESTION	MARKS	TIME
A: Objective-type questions COMPULSORY	1	30	20 minutes
B: THREE direct/indirect type questions CHOICE (Answer any TWO.)	2	40	35 minutes
	3	40	35 minutes
	4	40	35 minutes
C: TWO essay-type questions CHOICE (Answer any ONE.)	5	40	30 minutes
	6	40	30 minutes
TOTAL		150	120 minutes

7. Begin the answer to EACH question on a **NEW** page, for example QUESTION 1 – new page, QUESTION 2 – new page, et cetera.
8. Write neatly and legibly.

SECTION A (COMPULSORY)

QUESTION 1

1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question numbers (1.1.1 to 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.

1.1.1 The name of a state-owned company ends with the letters ...

- A (Pty) Ltd.
- B Ltd.
- C Inc.
- D SOC Ltd

1.1.2 ... are designed to collect information from people, in writing, about their attitudes, preference, level of knowledge, personalities and/or beliefs.

- A Interviews
- B Questionnaires
- C Focus groups
- D Observations



1.1.3 An example of a verbal presentation.

- A Delivering a speech in front of an audience.
- B Sending a business report via email.
- C Giving handouts at the start of a meeting.
- D Putting up a poster with the newly updated laws on the wall.

1.1.4 The ... technique links key concepts using images and lines to a central concept.

- A Delphi
- B Brainstorming
- C Nominal group
- D Mind-mapping

1.1.5 An initiative to address inclusivity in the workplace.

- A Provide sick workers with ARVs.
- B Woolworths is donating food parcels to schools.
- C Management should educate workers on the benefits of diversity in the workplace.
- D Businesses you start recycling glass and paper.

(5 × 2) (10)

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

gambling;	shareholders	vision;	potential market;	mission;
target market;	flip chart;	crime;	data projector;	directors

1.2.1 ... refers to where the business sees itself in the future.

1.2.2 A non-profit company's managers are called ...

1.2.3 Offering financial literacy to your workers is a possible initiative to address ...

1.2.4 ... can be used when presenting to a small group of people.

1.2.5 The ... is a specific group of customers at which a company aims to sell its products and services.

(5 × 2) (10)



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

COLUMN A	COLUMN B
1.3.1 Chief Executive Officer	A A technique used to look at the driving and restraining forces of a change.
1.3.2 Initiative to address unemployment	B Part of middle management, the link between the top and lower levels of the team.
1.3.3 Limited liability	C The business should provide skills development programs through learnerships.
1.3.4 Interactive whiteboard	D An expensive type of visual aid that requires the use of electricity.
1.3.5 Force field analysis	E Shareholders' personal assets may be seized to pay for the debts of the business.
	F The business should develop strategies to deal with stigma and discrimination.
	G Shareholders may only lose the capital they invested to pay for the debts of the businesses.
	H A technique used to make a choice by having a discussion in your head.
	I Part of top management, the highest level of a hierarchy in a team.
	J A cheap type of visual aid and it does not require any electricity.

Stanmorephysics.com 5 × 2) (10)

TOTAL SECTION A: 30

SECTION B

Answer ANY TWO questions in this section.

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

QUESTION 2: BUSINESS VENTURES

- 2.1 Name any FOUR types of co-operatives. (4)
- 2.2 Outline the characteristics of a sole trader. (6)
- 2.3 Differentiate between a private and a personal liability company. (4)

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

PRIMAX STORES (PS)

Susan is marketing manager at Primax Stores. She made a presentation to the board of directors. She distributed hard copies of the sales figures to them before the start of her presentation.

- 2.4.1 Identify the visual aid that Susan used during her presentation. (2)
- 2.4.2 Advise PS on the importance of graphs, diagrams, symbols and pictures. (4)
- 2.5 Discuss factors that must be considered when preparing for a verbal presentation. (6)

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

MARIA'S PIZZA (MP)

Maria wants to start her new pizzeria business. She does not know where to start and friends advised her to draw up a business plan.

- 2.6.1 State any FOUR components of the business plan. (4)
- 2.7 Describe protocol for conducting research. (6)
- 2.8 Advise businesses on the importance of assessing needs and desires in identifying a business opportunity. (4)

[40]

QUESTION 3: BUSINESS ROLES

3.1 Name any FOUR steps of the problem-solving cycle. (4)

3.2 Outline the advantages of creative thinking. (6)

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

SUNSHINE SWEETS (SS)

Sunshine Sweets want to change some of their products. The marketing team asked the employees to suggest new ideas aloud in a large group. The manager of SS also asked experts to make suggestions by means of a questionnaire. These ideas were used to inspire new thoughts.

3.3.1 Identify the problem-solving techniques used by SS in the scenario above. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 3.3.1.

	PROBLEM-SOLVING TECHNIQUES	MOTIVATIONS
1.		
2.		

(6)

3.3.2 Describe to SS how to apply ONE of problem-solving techniques identified in QUESTION 3.3.1 above. (6)

3.4 Suggest ways in which creative business opportunities can realistically be implemented. (4)

3.5 Elaborate on the meaning of interpersonal relationships in the workplace. (4)

3.6 Define the term *social responsibility* and give practical examples. (6)

3.7 Recommend initiatives the business can take to address poverty as a socio-economic issue. (4)

[40]

QUESTION 4: MISCELLANEOUS TOPICS**BUSINESS VENTURES**

4.1 State any FOUR types of legal requirements of a business. (4)

4.2 Outline factors that must be considered when designing a presentation. (4)

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

NETFLIX (N)

Netflix is a popular American media services provider and production company founded in 1997. The marketing team of Netflix completed their environmental scanning and found the following:

- Netflix is available in over 190 countries, giving it a global reach.
- Netflix can partner with internet service providers to offer combo service which will include both internet and Netflix subscriptions.
- Streaming services such as Disney+ and Showmax compete for viewers' subscriptions.
- Netflix still relies heavily on licensing agreements with studios to offer popular TV shows and movies.
- To help the company diversify and attract more customers, it could explore video games and virtual reality.
- Netflix has over 222 million subscribers worldwide, giving it a strong financial foundation and allows it to invest in more content.
- Netflix does not show any traditional adverts on its platform, limiting its advertising income potential.
- Online piracy impacts Netflix significantly, as users can access pirated content for free.

4.3.1 Compile a SWOT analysis from the given scenario. (8)

4.4. Advise businesses on the advantages of a public company. (4)

BUSINESS ROLES

4.5 Elaborate on the meaning of *creative thinking*. (4)

4.6 Distinguish between problem-solving and decision-making. (4)

4.7 Explain how businesses can use creative thinking to generate entrepreneurial opportunities. (6)

4.8 Read the following and answer the questions that follow.

LINDA'S FASHION FACTORY (LFF)

Linda's Fashion Factory offers top international and national brands in fashion wear, sportswear, luggage and accessories at unbeatable prices. LFF realised that HIV/Aids impacts both their clients and their workers and decided that their business wants to be involved in CSR programmes.

4.8.1 Define the meaning of Corporate Social Responsibility. (2)

4.8.2 Recommend initiatives that can be used to address HIV/Aids as a socio-economic issue. (4)

[40]

TOTAL SECTION B: 80



SECTION C

Answer ANY ONE question in this section.

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

QUESTION 5: BUSINESS VENTURES (BUSINESS PLAN)

A business plan is a plan to turn an idea into a workable plan. Entrepreneurs know the importance of a business plan when starting a business. It is of utmost importance to do proper market research and to determine who your competitors are so that the business can develop strategies to overcome competition.

Write an essay on the business plan in which you include the following aspects:

- Outline the importance of a marketing plan and market research.
- Explain the meaning of a marketing mix with specific reference to any FOUR of the 7p's.
- Explain the importance of a business plan.
- Recommend strategies to overcome competition in the market.

[40]

QUESTION 6

BUSINESS ROLES: TEAM PERFORMANCE AND CONFLICT MANAGEMENT

Teamwork plays an important role in achieving business goals and objectives. Businesses spend large amounts of money and time on team building exercises and projects. Teams may consist of people from diverse backgrounds which may sometimes cause conflict

As a team performance analyst, provide detailed information on the following:

- Explain any THREE criteria for successful team performance.
- Discuss stages of team development.
- Describe the causes of conflict that may arise in the workplace.
- Advise businesses on they could handle conflict in the workplace.

[40]

**TOTAL SECTION C: 40
GRAND TOTAL 150**



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PROVINCE OF KWAZULU-NATAL

GRADE 10

**BUSINESS STUDIES
MARKING GUIDELINES
PAPER 2
NOVEMBER 2025**

Stanmorephysics.com

MARKS: 150

This paper consists of 31 pages only.

NOTES TO MARKERS

1. A comprehensive memorandum has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:
 - Uses a different expression from that which appears in the memorandum
 - Comes from another source
 - Original
 - A different approach is used

NOTE: There is only ONE correct answer in SECTION A.

2. Candidates' responses must be in full sentences for SECTION B and C. However, this would depend on the nature of the question.
3. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)
4. The word 'sub-max' is used to facilitate the allocation of marks within a question or sub-question.
5. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts.
6. 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 guideline. Only the total for each question should appear in the left hand margin next to the appropriate question number.
7. In an indirect question, the theory as well as the response must be relevant and related to the question.
8. Incorrect numbering of questions or sub-questions in SECTIONS A and B will be severely penalised. Therefore, correct numbering is strongly recommended in all sections.
9. No additional credit must be given for repetition of facts. Indicate with an R.
10. Note that no marks will be awarded for indicating Yes/No in evaluation type questions requiring substantiation or motivation. (Applicable to SECTIONS B,C)

11. The allocation of marks must be informed by the nature of the question, cognitive verb used, mark allocation in the marking guidelines and the context of each question. Cognitive verbs, such as:
- 11.1 Advise, name, state, mention, 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.
- 11.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, justify, devise, 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.
12. Mark only the FIRST answer where candidates offer more than one answer for SECTION B questions that require only one answer.
13. **SECTION B**
- 13.1 If, for example, FIVE facts are required, mark the candidate's FIRST FIVE responses and ignore the rest of the responses. Indicate by drawing a line across the unmarked portion or use the word 'Cancel'.

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

- 13.2 If two facts are written in one sentence, award the candidate FULL credit. Point 13.1 above still applies.
- 13.3 If candidates are required to provide their own examples/views, brainstorm this to finalise alternative answers.

13.4 **USE OF THE COGNITIVE VERB AND ALLOCATION OF MARKS:**

If the number of facts is specified questions that require candidates to 'explain/discuss/ describe' will be marked as follows:

- Fact 2 marks (or as indicated in the marking guideline)
- Explanation 1 mark

The 'fact' and 'explanation' are given separately in the marking guideline to facilitate mark allocation.

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 marks allocated in the marking guideline.

- 13.5 **ONE mark will be awarded for answers that are easy to recall, requires one-word answers, or is quoted directly from scenario/case study. This applies to SECTIONS B and C in particular (where applicable).**



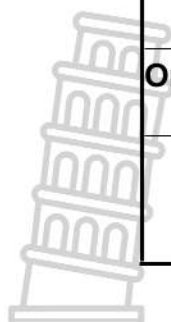
14. SECTION C

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

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

14.2 Insight consists of the following components:

Layout/ Structure	Is there an introduction, body, proper paragraphs and a conclusion?	2
Analysis and interpretation	Is the candidate able to breakdown the question into headings/sub-headings/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? Marks to be allocated using this guide: No relevant facts: 0 (Two '-S') Some relevant facts: 1 (One '-S') Only relevant facts: 2 (Zero/No '-S') Option 1: Where a candidate answers 50% or more 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: Where a candidate answers less than 50% of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 3: Where a candidate answers less than 50% of the question with no relevant facts; two 'S'	2



	appear in the left margin. Award ZERO mark for synthesis.	
Originality	Is there evidence of examples, recent of information, current trends and developments?	2
TOTAL FOR INSIGHT:		8
TOTAL MARKS FOR FACTS:		32
ESS AY (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 allocated for layout, if the headings 'Introduction, Conclusion,' etc. in 'Insight' are not supported by an explanation.

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

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

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

14.5 Mark all the relevant facts until the SUB MAX/MAX mark in a sub section has been attained. Write SUB-MAX./MAX. after maximum marks have been obtained.

14.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follow: (L – Layout, A – Analysis, S – Synthesis, O – Originality) as in the table below.

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

14.7 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 sub-headings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought.

(See MARK BREAKDOWN at the end of each question.)

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

14.9 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.

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

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.

14.11 With effect from November 2017, the maximum of TWO (2) marks for facts shown as heading in the memo, will not necessarily apply to each question. This would also depend on the nature of the question.



SECTION A

QUESTION 1

1.1

- 1.1.1 D ✓✓
- 1.1.2 B ✓✓
- 1.1.3 A ✓✓
- 1.1.4 D ✓✓
- 1.1.5 C ✓✓

(5 × 2) (10)

1.2

- 1.2.1 Vision ✓✓
- 1.2.2 Board of directors ✓✓
- 1.2.3 Gambling ✓✓
- 1.2.4 Flip chart ✓✓
- 1.2.5 Target market ✓✓

(5 × 2) (10)

1.3

- 1.3.1 I ✓✓
- 1.3.2 C ✓✓
- 1.3.3 G ✓✓
- 1.3.4 D ✓✓
- 1.3.5 A ✓✓

(5 × 2) (10)

TOTAL SECTION A: 30

BREAKDOWN OF MARKS

BREAKDOWN OF MARKS	
QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

SECTION B

Mark the answers to the **FIRST TWO** questions only.

QUESTION 2: BUSINESS VENTURES

2.1 Types of co-operatives.

- Housing co-operative ✓
- Worker co-operative ✓
- Social co-operative ✓
- Agricultural co-operative ✓
- Co-operative burial society ✓
- Consumer co-operative ✓
- Financial services co-operative ✓
- Transport co-operative ✓

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

(4 × 1) (4)

2.2 Characteristics of a sole trader

- Owner can sell the business to anyone at any time. ✓✓
- There are no legal requirements regarding the name of the business. ✓✓
- It is easy to establish as there are no legal formalities in forming the business. ✓✓
- Sole traders are not compelled by law to audit financial statements ✓✓
- The owner has a personal interest in the management and the services that is rendered. ✓✓
- The owner has unlimited liability/The owner is personally liable for the debt of the business. ✓✓
- A sole trader has limited company for expansion and lacks continuity of existence. ✓✓
- The business has no legal personality and therefore has no continuity/Continuity depends on the life and health of the owner. ✓✓
- The owner provides capital from his/her saving/borrow money from the bank. ✓✓
- The owner has a personal interest in the management and the services that is delivered. ✓✓
- Profit is added to the rest of the owner's taxable income. ✓✓
- There are no special requirements when the owner wants to close the business. ✓✓
- Any other relevant answer related to the characteristics of a sole trader.

Max (6)

2.3 Differences between a private and a personal liability company

PRIVATE COMPANY	PERSONAL LIABILITY COMPANY
- The name ends✓ with (PTY) Ltd. ✓	- The name ends✓ with INC. ✓
- The directors are not personally liable✓ for the debts of the business.✓	- The directors are personally liable✓ for the debts of the business. ✓
Sub max (2)	Sub max (2)

NOTE:

1. The answer does not have to be in tabular format.
2. The difference does not have to link but it must be clear.
3. Award a maximum of TWO (2) marks if the difference is not clear. Mark either private company or personal liability company only.

Max (4)

2.4 Visual aids from the scenario

2.4.1 Hand-outs ✓✓

Max (2)

2.4.2 **The importance of graphs/diagrams, symbols/pictures.**

- Graphs, diagrams and symbols/pictures are visual aids that help a reader, audience see what you are talking about in a business report or when giving a presentation. ✓✓
- Graphs are more likely to be used to present data in a form that is easy for the reader/audience to understand. ✓✓
- Images and diagrams are typically used to explain concepts or theories. ✓✓
- Visual aids are items such as graphs and pictures used in addition to spoken/written information. ✓✓
- They help add context to a presentation and makes it more interesting for the audience. ✓✓
- Graphs/diagrams and symbols/pictures help to organise information more clearly. ✓✓
- Any other relevant answer related to the importance of graphs/diagrams, symbols/pictures.

Max (4)

2.5 Factors that must be considered when preparing for a verbal presentation

- Write down the purpose of the presentation✓ and list the objectives. ✓
- Consider the audience ✓e.g. who are they /what do they already know/what you want them to know ✓
- Prepare the structure of your presentation✓ e.g. introduction/body/conclusion. ✓
- Be fully conversant✓ with the content of your presentation. ✓
- Create visual aids✓ that will assist in getting the points across effectively and memorably. ✓



- Practice the presentation ✓ and time your presentation ✓
- Practice in front of someone ✓ who will provide honest opinion on the purpose and objectives of the presentation. ✓
- Information to be presented should be relevant ✓ and accurate. ✓
- Have pre-knowledge of your audience ✓ to determine the proper visual aids. ✓
- Visit the venue ✓ and ensure that visual aids the use of your equipment/availability of a generator in case of load shedding or electricity. ✓
- Prepare your support material ✓ to enhance your presentation ✓
- Prepare for the feedback session ✓ by anticipating possible questions/comment. ✓
- Any other relevant answer related to the factors that must be considered when preparing for a verbal presentation.

Max (6)

2.6 Business plan

2.6.1 Components of the business plan

- Cover page ✓
- Contents page/index ✓
- Executive summary ✓
- Description of business/overview ✓
- SWOT analysis ✓
- Legal requirements of the business ✓
- Marketing plan ✓
- Operational plan ✓
- Financial plan ✓
- Management plan ✓
- Competitor analysis ✓



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

(4 × 1) (4)

2.7 Protocol for conducting research

- The researcher must obtain consent (permission) from the participants before interview takes place. ✓✓
- The research must first be approved if it is taking place within an organisation. ✓✓
- If a face-to-face interview is to be conducted prior arrangements must be made for the participant's convenience. ✓✓
- The person conducting the research should not influence the opinions of the participants. ✓✓
- The researcher must start ✓ by introducing himself/herself. ✓✓
- Interviewee/Respondent need to be told that their names will not be mentioned if that is what they want. ✓✓
- Interviewee/Respondent must be informed about the purpose and intentions of the interview. ✓✓
- Interviewee/Respondent should be informed about the duration of the interview. ✓✓
- Information collected from the participants should be kept confidential. ✓



- Interviewee should be free to refuse to answer a particular question. ✓
- The responses should not be used for any purpose other than the market research being conducted. ✓✓
- Research findings must be reported accurately and not used to mislead any person. ✓✓
- Ensure that the research is within the ethical standards of the industry by obtaining clearance from relevant persons or bodies. ✓✓
- Any relevant answer related to the protocol for conducting research.

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Max (6)

2.8 The importance of assessing needs and desires in identifying a business opportunity.

- Needs and desires are keys to successful business opportunities. ✓✓
- Entrepreneur should create a desire for the product through a well-designed advertising and marketing campaign. ✓✓
- Needs and desires form guarantee a possible market ✓✓
- When people have needs or desires that are not fulfilled, then a business opportunity is presented to fulfil those needs and desires. ✓✓
- Any relevant answer linked to the importance of assessing needs and desires in identifying a business opportunity.



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Max (4)

BREAKDOWN OF MARKS	
QUESTION 2	MARKS
2.1	4
2.2	6
2.3.	4
2.4.1	2
2.4.2	4
2.5	6
2.6.1	4
2.7	6
2.8	4
TOTAL	40



QUESTION 3: BUSINESS ROLES

3.1 The problem-solving cycle

- Identify the problem ✓
- Define the problem ✓
- Formulate a strategy ✓
- Choose the best strategy/solution ✓
- Allocate resources ✓
- Implement the strategy ✓
- Monitor the problem-solving ✓
- Evaluate the problem-solving process. ✓
- Any relevant answer linked to the problem-solving cycle. .

NOTE:

Mark the first FOUR (4) only.



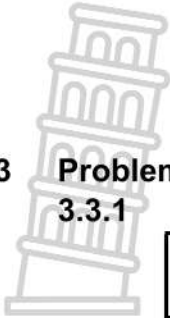
(4 × 1) (4)

3.2 Advantages of creative thinking

- Creative thinking improves the quality of solutions to business. ✓✓
- Products and services can be marketed creatively. ✓✓
- Stimulates profitable new ideas for products/marketing campaign and public relations. ✓✓
- Managers can come up with creative strategies for the business. ✓✓
- Employees can think for themselves and come up with creative solutions. ✓✓
- Motivates employees and improves their skills resulting in a happy workforce. ✓✓
- Improves productivity and reduces voluntary turnover. ✓✓
- Creative public relations strategies can be designed and implemented. ✓✓
- Helps businesses to respond to the threat of competition and to remain leaders in the field. ✓✓
- Helps businesses to provide its clients with the best possible products or services, which improves client loyalty. ✓✓
- This leads to the development of better methods of production to save on costs. ✓✓
- Allows businesses to extend their range of services like offering better customer services or credit facilities. ✓✓
- New products/services can be designed to meet changing needs of customers. ✓✓
- Managers can motivate and manage staff in creative ways to get the best from them. ✓✓
- Any relevant answer related to the advantages of creative thinking.



Max (6)



3.3 Problem-solving technique

3.3.1 Problem-solving technique from the scenario

PROBLEM-SOLVING TECHNIQUES	MOTIVATIONS
Brainstorming ✓✓	The marketing team asked the employees to suggest new ideas aloud in a large group. ✓
Delphi technique ✓✓	The manager of SS also asked experts to make suggestions by means of a questionnaire. ✓
Sub max (4)	Sub max (2)

NOTE:

1. **Mark the first TWO (2) only.**
2. **The answer does not have to be in tabular form.**
3. **Only award marks for the responses that are quoted from the scenario.**
4. **Award marks for the problem-solving technique even if the quote is incomplete.**
5. **Do not award marks for the motivations if the problem-solving technique were incorrectly identified.**

Max (6)

3.3.2 Application of the brainstorming technique

- The problem must be defined ✓ clearly ✓
- All ideas must be written ✓ on a flip a chart ✓
- The facilitator must encourage everyone to participate ✓ and ensure that no-one criticizes any suggestions. ✓
- When the time is up/no one has any more ideas, ✓ the sheets with suggestions are hung around the room. ✓
- Similar ideas are grouped together ✓ using coloured pens. ✓
- The group evaluates the ideas ✓ and rates them according to how successful they think each idea will be. ✓
- A plan of action is discussed ✓ to put the best ideas into practice. ✓
- Any other relevant answers linked to application of brainstorming.

OR

Application of the Delphi technique

- A panel of experts ✓ is invited to participate in the process.
- Experts do not have to be in one place ✓ and will be contacted individually. ✓
- The panellist responds to the questionnaire individually ✓ and return it to the organisation. ✓



- The feedback report and a second set of questions/questionnaire✓ related to the feedback are sent to the panellists. ✓
- The panellists read the feedback report✓ and decide if they wish to change their initial ideas/suggestions/solutions. ✓
- They then complete✓ the second questionnaire. ✓

- A final summary✓ and feedback report are prepared. ✓
- Consensus is reached✓ and the best solution is chosen. ✓
- Any other relevant answers linked to application of Delphi technique.

Max (6)

3.4 Ways in which creative business opportunities can realistically be implemented

- People have to be prepared to pay enough for the product to cover the production costs. ✓✓
- There has to be a demand for the product/service. ✓✓
- Introduce the new product to the consumers and educate them on how it could be useful to them. ✓✓
- The entrepreneur must first identify a business opportunity to implement. ✓✓
- Develop a realistic plan. ✓✓
- Plan the activities to be conducted with reasonable deadlines and resources. ✓✓
- People in the business must also be identified and given tasks and activities of the plan. ✓✓
- The entrepreneur must motivate the workers to implement the plan. ✓✓
- Put control measures in place to ensure that workers are implementing the plan. ✓✓
- Any relevant answer related to ways in which creative opportunities can realistically be implemented.

Max (4)

3.5 The meaning of interpersonal relationships in the workplace

- Interpersonal relationships in the workplace refers to a strong association✓ among individuals working together. ✓
- Interpersonal relationships in the workplace allows team members✓ to share a special relationship. ✓
- Team members build up a relationship of trust, ✓ openness, understanding and effective communication. ✓
- Everyone in the business plays a role✓ in achieving the business objectives. ✓
- Any relevant answer related to the meaning of personal relationships in the workplace.

Max (4)

3.6 Social responsibility definition



- Being socially responsible means that individuals take responsibility for the effects of their behaviour ✓ and lifestyle on the environment and on others. ✓
- Social responsibility means that each person has a duty ✓ to act in the best interests of their environment and society as a whole. ✓
- Social responsibility means that every individual ✓ and organisation can contribute towards the well-being of the community and the environment in which they live. ✓
- Any relevant answer related to the meaning of social responsibility.

Meaning: Sub max (2)

Practical examples of business opportunities

- home care services for senior citizens ✓✓
- online education programmes ✓✓
- catering and ready-made meals ✓✓
- Any relevant answer related to the examples of CSR.

Examples (2 × 2) (4)

Max (6)

3.7 Initiatives to address poverty as a socio-economic issue

- Businesses can provide bursaries to matriculants for furthering their studies or offer learnerships/apprenticeships for scarce skills within their organisations. ✓✓
- Develop employee's skills ✓✓
- Invest in a young starting SME that can be a business competitor, buyer or supplier. ✓✓
- Business could also organise and encourage entrepreneurial programmes for startups. In this way, they can stimulate growth in the economy. ✓✓
- Employees could offer their time and/or services through volunteer programs. ✓✓
- Support poverty alleviation programs that are offered by the government. ✓✓
- Businesses could also upskill their employees through targeted training in the workplace. ✓✓
- Donate money/food parcels to local NGOs. ✓✓
- Any relevant answer related to the initiatives a business can take to address socio-economic issues.

Max (4)

BREAKDOWN OF MARKS	
QUESTION 3	MARKS
3.1	4
3.2	6
3.3.1	6
3.3.2	6
3.4	4



3.5	4
3.6	6
3.7	4
TOTAL	40

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 Types of legal requirements of a business.

- Trading Licenses and permits to operate legally ✓
- Taxation regulations ✓
- International trading/Exporting & Importing requirements/
- Exchange rates ✓
- Registration fees. ✓
- Registration. ✓
- Basic conditions of Employment Act. ✓
- Labour relations Act. ✓
- National Credit Act. ✓
- Environmental Conservation Act. ✓
- Patents and copyrights ✓
- Any other type of legal requirements of a business. **NOTE: Mark the first FOUR (4) options only.**

(4 × 1) (4)

4.2 Factors that must be considered when designing a presentation

- The presenter should keep the following points in mind during preparation: ✓✓
- Use large, clear fonts that are easy to read. ✓✓
- Use outlines on slides and keep detailed explanations for the verbal presentation. ✓✓
- Limit each slide to five or six lines. ✓✓
- Make sure the grammar is correct. ✓✓
- End with a closing message that the audience will remember. ✓✓
- Be colourful and grab attention. ✓✓
- Be meaningful and appropriate. ✓✓
- Select a suitable background. ✓✓
- Avoid long sentences and keep it simple. ✓✓
- Avoid fancy decorations. ✓✓
- Any relevant answer related to the factors that must be considered when designing a presentation.



4.3 SWOT Analysis

STRENGTH	WEAKNESS
- Netflix is available in over 190 countries, giving it a global reach. ✓	- Netflix still relies heavily on licensing agreements with studios to offer popular TV shows and movies. ✓
- Netflix has over 222 million subscribers worldwide, giving it a strong financial foundation and allows it to invest in more content. ✓	- Netflix does not show any traditional adverts on its platform, limiting its advertising income potential.
Sub max (2)	Sub max (2)
OPPORTUNITY	THREAT
- Netflix can partner with internet service providers to offer combo service which will include both internet and Netflix subscriptions. ✓	- Streaming services such as Disney+ and Showmax compete for viewers' subscriptions. ✓
- To help the company diversify and attract more customers, it could explore video games and virtual reality. ✓	- Online piracy impacts Netflix significantly, as users can access pirated content for free. ✓
Sub max (2)	Sub max (2)

Max (8)

4.4 Advantages of a public company

- The business has its own legal identity and can own assets/property. ✓✓
- Managed by at least one competent highly skilled director. ✓✓
- Directors bring creative ideas which encourage innovation/high productivity. ✓✓
- Shareholders can sell/transfer their shares freely. ✓✓
- Attracts small investors as shares can be transferred freely/ easily. ✓✓
- Strict regulatory requirements protect shareholders. ✓✓



- Easy to raise funds for growth through the sale of shares. ✓✓
- Additional shares can be raised by issuing more shares or debentures. ✓✓
- No limitation on the number of shareholders, so growth/expansion is not limited. ✓✓
- Shareholders have a limited liability for the debt of the company/Shareholders may only lose the amount which they invested. ✓✓
- The management of the company can improve since directors are accountable to shareholders. ✓✓
- The public has access to the information, and this could motivate them to buy shares from a company. ✓✓
- Any other relevant answer related to the advantages of a public company.

Max (4)

BUSINESS ROLES

4.5 Meaning of creative thinking



- Creative thinking is the ability to think original, ✓ varied and innovative ideas. ✓
- Creative thinking focuses on exploring ideas/generating ✓ possibilities/looking for many possible solutions. ✓
- Thinking in a way that is unconventional ✓ and original. ✓
- Creative thinking is the act of producing new ideas ✓ and making them real. ✓
- Generating new ideas ✓ and being open to new ideas. ✓
- Focuses on exploring ideas/generating possibilities ✓ and looking for many possible answers. ✓
- Any relevant answer related to the meaning of creative thinking.

Max (4)

4.6 Differences between problem-solving and decision-making

DECISION MAKING	PROBLEM-SOLVING
- Decision-making is the process ✓ of choosing from several alternatives. ✓	- Problem-solving is the process ✓ of finding a solution to a problem. ✓
- Various alternatives are considered ✓ before deciding on the best one. ✓	- Alternative solutions are identified ✓ and evaluated. ✓
- Decision-making is part of the problem-solving process ✓ where a solution is chosen. ✓	- Problem-solving involves analysing the problem ✓ to identify solutions. ✓
- Decisions are usually made ✓ by one person. ✓	- Problem-solving usually involves ✓ a group/team. ✓
- Any relevant answer related to the meaning of decision making	- Any relevant answer related to the meaning of problem-solving.
Sub max (2)	Sub max (2)

NOTE:

1. The answer does not have to be in tabular format.
2. The difference does not have to link but it must be clear.
3. Award a maximum of TWO (2) marks if the difference is not clear. Mark either decision making or problem-solving only.

Max (4)

4.7 How businesses can use creative thinking to generate entrepreneurial opportunities

- The business should design environments✓ that stimulate creative thinking. ✓
- Management should encourage staff✓ to come up with new ideas and solutions.✓
- Management should encourage✓ alternative ways of doing things. ✓
- Managers should respond enthusiastically to all ideas✓ and never let anyone feel less important. ✓
- The business should make time for brainstorming sessions✓ to generate new ideas, for example, holding regular workshops. ✓
- Management should place suggestion boxes around the workplace✓ and keep communication channels open for new ideas. ✓
- The business should train staff in innovative techniques, ✓ creative problem-solving skills, mind-mapping and lateral thinking. ✓
- The business should emphasise the importance of creative thinking✓ to ensure that all staff know that management wants to hear their ideas. ✓
- The business should encourage job swops within the organisation✓ and study how other businesses are doing things. ✓
- Management should regard indigenous knowledge as a valuable ✓ resource when solving problems or identifying opportunities. ✓
- Any relevant answer related to how businesses can use creative thinking to generate entrepreneurial opportunities.

Max (6)

4.8 Corporate social responsibility

4.8.1 Meaning of Corporate Social Responsibility

Corporate social responsibility is about businesses taking responsibility✓ for their impact on society and the environment. ✓

Corporate social responsibility means that a business needs to be careful that all its actions protect the environment✓ and improve the quality of life for the citizens of the country. ✓

CSR is also the way in which a business conducts its operations ethically✓ and morally – that is, how they use human, physical and financial resources.✓

Any relevant answer related to the meaning of corporate social responsibility

Max (2)

4.8.2 Initiatives that businesses can take to address HIV/Aids

Counselling programs/train counsellors to provide infected and affected persons/employees. ✓✓



- Develop counselling programs for infected/affected persons/employees. ✓✓
- Businesses should conduct regular workshops and information sessions on the effects of HIV/AIDS on the employees and their peers. ✓✓
- Encourage employees to join HIV/Aids support groups. ✓✓

Participate in the HIV/Aids prevention programmes implemented in the community. ✓✓

Support non-governmental organisational/community-based organisations that work with people infected/affected by HIV/AIDS in the community. ✓✓

Any relevant answer related to the initiatives to address HIV/Aids.

Max (4)



BREAKDOWN OF MARKS	
QUESTION 4	MARKS
4.1	4
4.2	4
4.3.1	8
4.4	4
4.5	4
4.6	4
4.7	6
4.8.1	2
4.8.2	4
TOTAL	40

SECTION C

Mark the answer to the FIRST question only.

QUESTION 5 : BUSINESS VENTURES (BUSINESS PLAN)

5.1 Introduction

- Once an entrepreneur has identified a business opportunity, the next step would be to turn the business's idea into a workable plan. ✓
- This workable plan is what we refer to as a business plan. ✓
- The business plan provides details on where the business would like to go with its idea and how you will get there. ✓
- A business plan is a written description of a prospective business. ✓

- The business plan describes how the business will deal with threats and market its goods/services.
- The form of ownership picked can lead to the success/failure of a business.
- Any other relevant introduction related to the importance of a marketing plan and market research, the marketing mix, the differences between a partnership and a private company and ways to overcome competition in the market.

Any (2 × 1) (2)

5.2 Importance of a marketing plan

- It is a description of the market analysis including the target market. ✓✓
- It includes the analysis of the target market, customer, and competition. ✓✓
 - Explains the marketing mix and provides the marketing strategy of the business. ✓✓
- Guides businesses on how to advertise their products/services. ✓✓
- Describes the proposed prices of goods and services. ✓✓
- Any relevant answer related to the importance of the marketing plan

Sub max (4)

Importance of a market research

- It is a process to understand more about customers' needs. ✓✓
- The target market refers to the people who are likely to buy the product or service offered by the business. ✓✓
- The business must conduct market research to know about the following factors of the target market: age group, gender, personality, income, and education. ✓✓
- The methods of conducting market research include surveys, interview, and questionnaires. ✓✓
- The results of the market research are important as it will indicate whether the target market shows interest in the goods and services the proposed business aims to offer. ✓✓
- Any relevant answer related to the importance of the market research.

Sub max (4)

Max (8)

5.3 The 7P's of marketing

Product/Service ✓✓

- Product is a description of the product, ✓ appearance, and usage that is available to customers. ✓
- The product/service can be a picture, drawing, or photograph ✓ of what the product looks like. ✓
- The manufacturing process ✓ is used to make the product. ✓
- The appearance of the product/services ✓ must be different from competitors'

products. ✓

- The packaging of the product ✓ should protect and preserve the product. ✓
- Any relevant answer related to product/service as a component of the 7ps of marketing.

Component (2)
Discussion (2)
Sub max (4)

Price ✓✓

- The price of a product refers to the amount of money ✓ that must be paid by the consumer to obtain the product. ✓
- The proposed business must include its pricing policy ✓ in the business plan. ✓
- The pricing policy describes the way in which the price is used ✓ to attract customers. ✓
- The price needs to cover all costs ✓ and must appeal to the target market. ✓
- The price must be affordable ✓ for the consumers. ✓
- Good access to the product/service ✓ will increase sales. ✓
- Cash or credit facilities ✓ may affect the customer's attitude to the price. ✓
- Customers may be aware of other sellers ✓ who are selling the same products for less. ✓
- Any relevant answer related to price as a component of the 7ps of marketing.

Component (2)
Discussion (2)
Sub max (4)

People ✓✓

- People refer to employees, management, directors ✓, and shareholder/All people involved in selling the products. ✓
- The business plan must include detailed information of people ✓ that will be involved in the proposed business and in making a business. ✓
- People can affect the business with their knowledge ✓, skills and attitudes. ✓
- Any relevant answer related to people as a component of the 7ps of marketing.

Component (2)
Discussion (2)
Sub max (4)

Place/Distribution ✓✓

- The location where goods and services are sold ✓ or place where consumers can access the goods or services. ✓
- The business can sell the product directly to customers itself ✓ or can market the product through other businesses. ✓

- Businesses may use the following channels of distribution: ✓
- Direct selling: manufacturer sell directly to consumers. ✓
- Door to door selling: businesses employ salespeople to sell door to door and they carry few stocks with them. ✓
- Mail Order: Large businesses print catalogues that can be used by consumers to order of their choice. Small businesses advertise in local paper inviting consumers to buy direct from the business. ✓
- Telephone sales: the business employ people who phone members of the public and try to persuade them to buy their goods. ✓
- Internet/online shopping: businesses use systems on the internet to allow customers to order their shopping online and have it delivered to the door. ✓
- Any relevant answer related to place as a component of the 7ps of marketing.

Component (2)
Discussion (2)
Sub max (4)

Promotion ✓✓

- A promotion should communicate the benefits ✓ of the product to customers. ✓
- Promotion is the business is going to make its target market aware ✓ of its product or service. ✓
- The proposed business must include details ✓ about its promotion policy. ✓
- The promotion policy must describe how sales ✓ of products will be promoted. ✓
- Promotion outlines the following methods of advertisements: ✓
- Advertising through the radio, magazines, press, television etc ✓ / Special offers ✓ / Trial products such as free sample for testing ✓ / Free gifts ✓ / Direct mailing ✓ / Online marketing ✓ / Social media ✓ / Public relations ✓ / Brand awareness ✓
- Any relevant answer related to promotion as a component of the 7ps of marketing.

Component (2)
Discussion (2)
Sub max (4)

Process ✓✓

- Refers to processes that are designed and implemented ✓ to ensure a pleasant shopping experience. ✓
- Describes the way in which the marketing and sales processes ✓ are carried out. ✓
- The process of giving a service and the behaviour of those delivering the service ✓ are important for customer approval of staff to customers keep customers happy. ✓
- Examples of systems and processes ✓ that will ensure a good customer experience:
- ✓ Systems and processes to ensure that consumers ✓ do not wait long in cues/for goods delivered. ✓
 - Systems and processes to make sure telephonic messages are dealt with ✓ and delivered to the right person. ✓
 - Systems and processes to ensure ✓ that e-mailed messages are read. ✓
- Any relevant answer related to process as a component of the 7ps of marketing.

Physical environment ✓✓

Refers to the environment where goods and services ✓ are sold/service rendered. ✓

The physical environment includes the appearance of the building ✓ and the uniforms of employees. ✓

The physical environment must be appropriate ✓ and make the customer feel comfortable. ✓

Clean and functional facilities ✓ attract and retain customers. ✓

Well decorated reception ✓ also helps to reassure customers that the business offers best services and values their customers. ✓

Any relevant answer related to physical environment as a component of the 7ps of marketing.

Component (2)

Discussion (2)

Sub max (4)

TAKE NOTE: Mark the first FOUR (4) options only

Max (16)

5.4 Importance of a business plan

A business plan helps entrepreneurs to set goals ✓ and objectives. ✓

Can be used to attract investors ✓ and prospective employees. ✓

Helps stakeholders to understand the role they play in the business ✓ and encourages them to contribute effectively. ✓

Guides the entrepreneur on the viability ✓ of his/her business idea. ✓

Helps the entrepreneur to identify problems that may arise ✓ and helps management to take steps to avoid these problems. ✓

Improves business operations, ✓ processes and practices. ✓

Evaluates the success ✓ of the business. ✓

It is essential when applying for financial assistance ✓ from investors or lenders. ✓

Compels an entrepreneur to arrange his/her thoughts ✓ in a logical order. ✓

Gives direction ✓ once the business is operating. ✓ Helps the entrepreneur to face threats ✓ head-on and deal with them. ✓ Any relevant answer related to the importance of a business plan.

Max (12)

5.5 Strategies that a business will use to overcome competition in the market.

- Businesses must ensure that they produce unique/differentiated goods or services for the target market. ✓✓
- Businesses need to provide more personalised services by being responsive to their customer's needs/wants. ✓✓
- Goods/services must be priced lower than competitor's goods/services in the market. ✓✓
- Businesses must produce high-quality goods/services that the customers will be interested in. ✓✓

- Businesses must improve customer services and keep customers happy. ✓✓
- Businesses must create a positive outlook by regularly renovating their premises and improving their systems. ✓✓
- Businesses must undertake good marketing campaigns that will draw the attention of the target market. ✓✓
- Create a positive image/publicity through regular engagements in community development projects. ✓✓
- Businesses must offer low-cost extras such as improved credit terms/loyalty schemes. ✓✓
- Businesses must ensure that they have well-trained and dedicated employees that create a better working atmosphere. ✓✓
- Any relevant answer related to the strategies that a business will use to overcome competition in the market.

Max (10)

5.6 Conclusion

- The business plan provides details on where the business would like to go with its idea and how you will get there. ✓✓
- A business plan is a written description of a prospective business. ✓✓
- It explains how the prospective business owner will obtain funding. ✓✓
- The business plan describes how the business will deal with threats and market its goods/services. ✓✓
- Any other relevant conclusion related to the importance of a business plan, the importance of a marketing plan and market research, the marketing mix and ways to overcome competition in the market.

Any (1 x 2) (2)

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Importance of marketing plan and market research	8	
Marketing mix in relation to 7ps	16	
Importance of a business plan	12	
Strategies to overcome competition in the market	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 only some requirements are met.

Allocate 0 marks where requirements are not met at all



QUESTION 6 BUSINESS ROLES: TEAM PERFORMANCE AND CONFLICT MANAGEMENT

6.1 Introduction

- Teamwork is the interaction with team members to achieve a common goal. ✓
- Teams go through different stages of development that must be managed carefully. ✓
- Conflict is inevitable when two or more people work together as a team. ✓
- Conflict is sometimes necessary for people to resolve differences and focus on key objectives. ✓
- Managers should be well conversant with the causes of conflict and be able to handle it effectively in the workplace. ✓
- Difficult employees may influence their colleagues to adapt the same behavior/ attitudes if businesses do not handle them in a correct manner. ✓
- Any other relevant introduction related to stages of team development/causes of conflict/conflict resolution/ dealing with difficult people. **Any (2 x 1) (2)**

Max (10)

6.2 Criteria for successful team performance

Clear objectives and agreed goals

- Team members must agree on goals and set clear objectives.
- Team members who agree to the goals will be more committed.
- Team members will show more commitment if the objectives are understood clearly.
- Teams need to focus on the agreed goals essential for success.
- Team members should know what they want to achieve.
- Clear goals for direction.
- Any relevant answer linked to clear objectives as criteria for successful team performance.

Criteria (2)
Discussion (2)
Sub max (4)

Interpersonal attitudes and behaviour

- Team members have a positive attitude of support and motivation towards each

other.

- Good interpersonal relationships will ensure job satisfaction and, in this way, increase the productivity of the team.
- Team members are committed and enthusiastic to achieve a common goal.
- Team leaders give credit to members for positive contributions.
- Any relevant answer linked to interpersonal attitude as criteria for successful team performance.

Criteria (2)
Discussion (2)
Sub max (4)

Shared values and mutual respect

- Shows respect for the knowledge or skills of other members.
- Perform team tasks with integrity meeting team deadlines with necessary commitment to team goals.
- Shows loyalty, respect and trust towards team members despite differences.
- Shows respect for the knowledge/skills of other members.
- Perform team tasks with integrity/pursuing responsibility/meeting team deadlines with necessary commitment to team goals.
- Any relevant answer linked to shared values and mutual respect as criteria for successful team performance.

Criteria (2)
Discussion (2)
Sub max (4)

Communication

- A clear set of processes and procedures for teamwork ensures that every team member understands their role.
- Efficient communication between team members may result in quick decisions.
- Quality feedback from team members will improve the morale of the team.
- Open discussions between team members will lead to effective problem solving.
- Continuous review of team progress ensures that team members can correct/minimise mistakes and can act pro-actively to ensure that goals are achieved.
- Any relevant answer linked to communication as criteria for successful team performance.

Criteria (2)
Discussion (2)
Sub max (4)

Co-operation/Collaboration

- Clearly defined and realistic goals will ensure all team members know exactly what is expected of them.
- All team members should actively participate in the decision-making process.
- Show a willingness to cooperate as a unit to achieve team objectives.
- Co-operate with management to achieve team/business objectives.
- Agree on how to get a task done effectively and without wasting time on conflict

resolution.

- A balanced composition of skills, knowledge, experience and expertise ensures that teams achieve their objectives.
- Any relevant answer linked to co-operation/collaboration as criteria for successful team performance.

Criteria (2)
Discussion (2)
Sub max (4)

Mutual respect, support, and trust

- Team members must not fear being laughed at or rejected for expressing concerns which will encourage participation.
- Team members should consult with all group members.
- Team members should learn from one another.
- Team members must support and trust one another to be an effective team.
- Reliability, doing what you say you will and taking risks with others help to build mutual trust.
- Any relevant answer linked to mutual respect, support and trust as criteria for successful team performance.

Criteria (2)
Discussion (2)
Sub max (4)

NOTE: Mark the first THREE (3) options only.

Max (12)

6.3 Stages of team development

6.3.1 Forming

- Individuals gather information and impressions about each other and the scope of the task and how to approach it.
- Teams are comfortable and polite with each other during this stage.
- People focus on being busy with routines, such as team organisation e.g. who does what, when to meet each other, etc.
- Any other relevant answer related to forming as a stage of team development.

Stage (2)

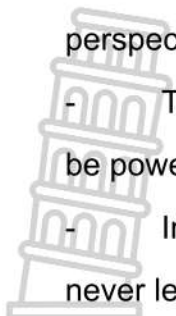
Description (2)

Sub max (4)

6.3.2 Storming

- Teams go through a period of unease/conflict after formation.
- Different ideas from team members will compete for consideration.

- Team members open up to each other[✓] and confront each other's ideas/ perspectives.[✓]
- Tension/struggle/arguments occur and upset the team members[✓], there may be power struggles for the position of team leader.[✓]
- In some instances, storming can be resolved quickly[✓] while in others the team never leaves 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, if allowed to get out of control.[✓]
- This stage is necessary/ important[✓] for the growth of the team.[✓]
- Some team members tolerate each other[✓] to survive this stage.[✓]
- Any other relevant answer related to storming as a stage of team development.



Stage (2)
Description (2)
Sub max (4)

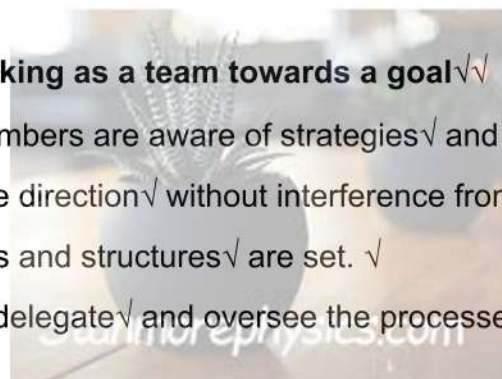
6.3.3 Norming/Settling/reconciliation^{✓✓}

- Team members come to an agreement[✓] and reach consensus.[✓]
- Roles and responsibilities are clear[✓] and accepted.[✓]
- Processes/working style and respect develop[✓] amongst members.[✓]
- Team members have the ambition to work[✓] for the success of the team.[✓]
- Conflict may occur[✓], but commitment and unity are strong.[✓]
- Any other relevant answer related to norming/settling/reconciliation as a stage of team development.

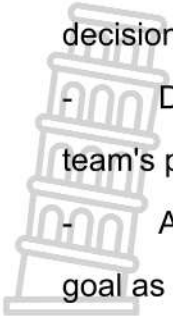
Stage (2)
Description (2)
Sub max (4)

6.3.4 Performing/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.[✓]
- Processes and structures[✓] are set.[✓]
- Leader's delegate[✓] and oversee the processes and procedures.[✓]



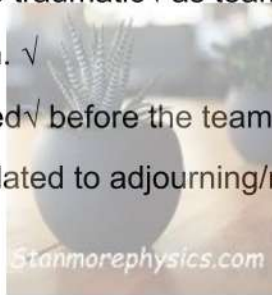
- All members are now competent[√], autonomous and able to handle the decision-making process without supervision. [√]
- Differences among members are appreciated[√] and used to enhance the team's performance. [√]
- Any other relevant answer related to performing/working as a team towards a goal as a stage in team development.



Stage (2)
Description (2)
Sub max (4)

6.3.5 Adjourning/Mourning^{√√}

- The focus is on the completion[√] of the task/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 relevant answer related to adjourning/mourning as a stage of team development. [√]



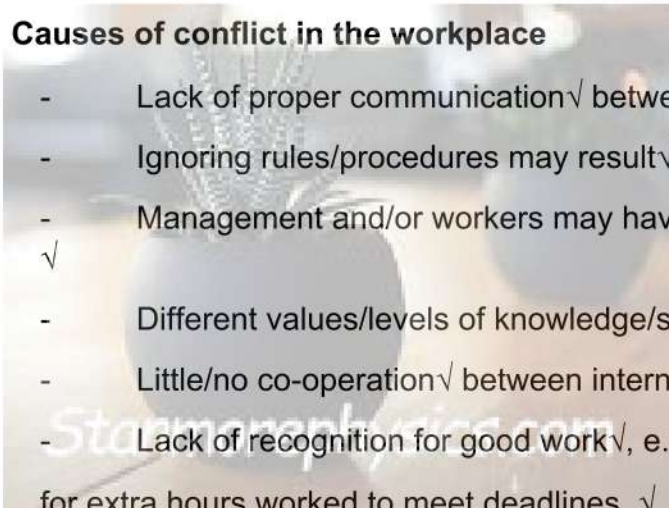
Description (2)
Sub max (4)

NOTE: Mark the first FOUR (4) only.

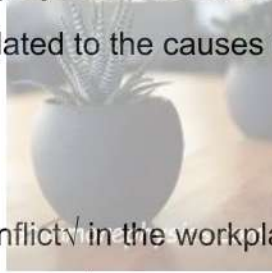
Max (16)

6.4 Causes of conflict in the workplace

- Lack of proper communication[√] between management and workers. [√]
- Ignoring rules/procedures may result[√] in disagreements and conflict. [√]
- Management and/or workers may have different[√] personalities/ backgrounds. [√]
- Different values/levels of knowledge/skills/experience[√] of managers/workers. [√]
- Little/no co-operation[√] between internal and/or external parties/stakeholders. [√]
- Lack of recognition for good work[√], e.g. a manager may not show appreciation for extra hours worked to meet deadlines. [√]
- Lack of employee development[√] may increase frustration levels as workers may repeat errors due to a lack of knowledge/skills. [√]
- Unfair disciplinary procedures[√], e.g. favouritism/nepotism. [√]



- Little/no support from management√ with regards to supplying the necessary resources and providing guidelines. √
- Leadership styles used√, e.g. autocratic managers may not consider worker inputs. √
- Unrealistic deadlines/Heavy workloads√ lead to stress resulting in conflict. √
- Lack of agreement on mutual matters√, e.g. remuneration/working hours. √
- Unhealthy competition/Inter-team rivalry√ may cause workers to lose focus on team targets. √
- Lack of commitment/Distracted by personal objectives√ which may lead to an inability to meet pre-set targets. √
- Constant changes√ may cause instability√
- Lack of clarity√ regarding employees' roles and responsibilities. √
- Any other relevant answer related to the causes of conflict in the workplace.



Max (12)

6.5 Handling conflict in the workplace

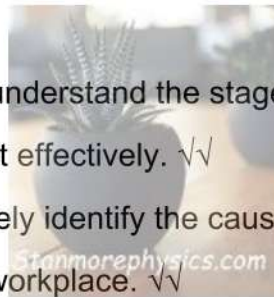
- Acknowledge that there is conflict√ in the workplace. √
- Identify the cause√ of the conflict. √
- Arrange pre-negotiations where workers/complainants will be allowed√ to state their case/views separately. √
- Arrange time and place for negotiations√ where all employees involved are present. √
- Arrange a meeting√ between conflicting employers/employees. √
- Make intentions for intervention clear √ so that parties involved may feel at ease. √
- Each party has the opportunity to express √ his/her own opinions/feelings√
- Conflicting parties may recognise that their views are different√ during the meeting. √
- Analyse/Evaluate the cause (s) of conflict by breaking it down√ into different parts. √
- Blame shifting should be avoided√ and a joint effort should be made. √
- Direct conflicting parties√ towards finding/focusing on solutions. √



- Devise/Brainstorm possible ways√ of resolving the conflict. √
- Conflicting parties agree on criteria√ to evaluate the alternatives. √
- Select and implement√ the best solution. √
- Provide opportunities for parties√ to agree on the best solution. √
- Evaluate/Follow up√ on the implementation of the solution(s). √
- Monitor progress√ to ensure that the conflict has been resolved. √
- Source experts on handling conflict√ from outside the business. √
- Any other relevant answer related to how businesses could handle conflict in the workplace. **Max (10)**

Max (8)

6.6 Conclusion



- It is important that business understand the stages of team development so that they are able to manage conflict effectively. √√
- Businesses should immediately identify the causes of conflict and ensure that conflict is resolved amicably in the workplace. √√
- Business objectives can be achieved if conflict is resolved effectively. √√
- Businesses must acknowledge employees' differences and develop strategies to deal with these differences. √√
- Dealing with difficult personalities will enable businesses to find better ways to manage employees. √√
- Any other relevant conclusion related to criteria/ stages of team development/causes of conflict/conflict resolution.

(1 x 2) (2)

[40]



QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAX	TOTAL
Introduction	2	Max 32
Criteria for successful team performance	10	
Discuss stages of team development.	12	
Describe the causes of conflict that may arise in the workplace.	12	
Advise businesses on they could handle conflict in the workplace.	12	
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 only some requirements are met.

Allocate 0 marks where requirements are not met at all

TOTAL SECTION C: 40
GRAND TOTAL 150