kzn education
Department:
Education
KWAZULU-NATAL

NATIONAL

SENIOR CERTICATES

GRADE 11

BUSINESS STUDIES P2

PROVINCIAL STANDARDISED ASSESSMENT

JUNE 2026

MARKS: 150

TIME : 2 HOURS

This paper consist of 9 pages only.

INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

1. This question paper consists of THREE sections and covers TWO 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 two questions in this section.

2. Read the instructions for each question carefully and take note of what is required.

   Note that ONLY the answers to the first TWO questions selected in SECTION B and the answers to the FIRST question selected in SECTION C will be marked.

3. Number your 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 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 a guide for mark and time allocation when answering each question.

	SECTION	**QUESTION**	**MARKS**	**TIME (minutes)**
A:	Objective-type questions **COMPULSORY**	**1**	**30**	**20**
B:	THREE direct/indirect-type questions CHOICE: Answer any **TWO.**	**2**	**40**	**70**
		3	**40**	
		4	**40**	
C:	TWO essay-type questions CHOICE: Answer any **ONE.**	**5**	**40**	**30**
		6	**40**	
	TOTAL		**150**	**120**

7. Begin the answer to EACH question on a NEW page, e.g. QUESTION 1 – new page QUESTION 2 – new page.
8. You may use a non-programmable calculator.
9. Write neatly and legibly.

SECTION A (COMPULSORY)

QUESTION 1

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

1.1.1 The directors of Duiker Ltd issued … shares to their shareholders as compensation for unpaid dividends.

A preference
B bonus
C founder's
D ordinary

1.1.2 Employees with low morale can be inspired by the insight and personality of … leaders.

A democratic
B autocratic
C laissez-faire
D charismatic

1.1.3 Businesses that insure assets for more than the market value will not receive a pay-out larger than the loss at market value. This is known as …

A over-insurance.
B reinstatement.
C compulsory insurance.
D under-insurance.

1.1.4 Yasir Traders develops remedial programmes to protect the environment by reducing pollution to adhere to … as a King Code principle.

A transparency
B responsibility
C accountability
D professionality

1.1.5 This process is often undertaken by one person, which makes it authoritarian.

A Analysing
B Brainstorming
C Decision-making
D Problem-solving

(5 x 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.

simple; unprofessional; non-insurable; unit trust; decision-making; professional; problem-solving; insurable; RSA Retail Savings Bonds; compound

1.2.1 Laizah earns … interest, calculated on the principal amount and accumulated interest.

1.2.2 KG textiles is affected by changes in fashion. This is an example of a/an … risk.

1.2.3 Minors are encouraged to invest in … with the help of a legal guardian.

1.2.4 The owner of Peter Fast Food is suspected of … behaviour for giving special favours to some workers.

1.2.5 The process of analysing a situation to identify strategies to bring about change, is known as ....

(5 x 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	Situational leadership theory	A	applicable when property is underinsured
1.3.2	Liquidity	B	ability to look at a challenge and come up with original, and innovative solutions
1.3.3	Reinstatement	C	depends on workers embracing change and boosting the morale of employees
1.3.4	Creative thinking	D	assets are sold to pay creditors due to a lack of capital
1.3.5	Unethical business practice	E	depends on the relationship that exists between the leader and employees
		F	paying employees unfair wages
		G	assets can quickly be bought or sold and can easily be converted into cash
		H	applicable when property is over-insured
		I	paying employees UIF benefits
		J	ability to look at a challenge and identify the problem

(5 x 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 List any FOUR factors that should be considered when making investment decisions. (4)

2.2 Outline the role of personal attitude in successful leadership. (6)

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

MASHAWU TILE SUPPLIERS (MTS)
Venus is the owner of Mashawu Tile Suppliers. He rewards employees for meeting sales targets and for achieving business goals.

2.3.1 Identify the leadership style used by MTS in the scenario above. (2)

2.3.2 Explain situations in which the leadership style identified in QUESTION 2.3.1 can be applied in the workplace. (4)

2.4 Discuss the impact of shares as a form of investment. (6)

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

JUDE LODGE (JL)
Jude bought a lodge for R800 000, but he insured it for R500 000. A storm destroyed a portion of the lodge, with damage estimated at R300 000.

2.5.1 Name the insurance clause that is applicable to the scenario above. (2)

2.5.2 Calculate the amount that Jude will receive as compensation from the insurer. Show ALL calculations. (4)

2.6 Describe excess as an insurance concept. (6)

2.7 Advise businesses on debentures as a type of investment opportunity. (6)

[40]

QUESTION 3: BUSINESS ROLES

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

3.2 Outline the meaning of professional behaviour. (6)

3.3 Identify the type of unethical business practice applicable to Thandi's Salon in EACH statement below:

3.3.1 Thandi is falsifying the business's financial statements.

3.3.2 The salon is selling second-hand goods as new goods.

3.3.3 Thandi is charging higher prices for goods of inferior quality. (6)

3.4 Explain the impact of the Delphi technique in solving complex business problems. (6)

3.5 Read the scenario below and answer the question that follows.

MIKE'S COMPUTERS LTD. (MC)

Mike's Computers sells computers and accessories. Mike ensures that there is regular communication between the directors and shareholders. He also conducts business deals openly so that there is no corruption.

Identify TWO King Code principles for good corporate governance applied by MC.
Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 3.5.

KING CODE PRINCIPLES	MOTIVATIONS
1.	
2.	

(6)

3.6 Discuss the benefits of creative thinking in the workplace. (6)

3.7 Advise businesses on how they can apply the brainstorm problem-solving technique to solve complex business problems. (6)

[40]

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 State any FOUR types of benefits paid out by the Unemployment Insurance Fund (U.I.F). (4)

4.2 Elaborate on the meaning of management. (4)

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

ROBERT FOOTWEAR (RF)
Robert Footwear is in the process of investing surplus funds at a financial institution. They invested in a form of investment where interest is earned at a fixed rate, regardless of changes in the economic climate.

4.3.1 Identify the form of investment that is applicable to the scenario above. (2)

4.3.2 Discuss the impact of the form investment, identified in QUESTION 4.3.1. (4)

4.4 Suggest situations in which the laissez-faire leadership style can be applied. (6)

BUSINESS ROLES

4.5 Outline examples of ethical behaviour. (4)

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

JANINE ENTERTAINMENT (JE)
Janine Entertainment is experiencing an increase in employee turnover. JE requested their employees to generate ideas silently on their own before sharing them with others.

4.6.1 Identify the problem-solving technique applied by JE in the scenario above. (2)

4.6.2 Explain other ways in which JE can apply the problem-solving technique identified in QUESTION 4.6.1. (4)

4.7 Discuss the advantages of the force field analysis problem-solving technique for businesses. (4)

4.8 Recommend ways in which businesses can create an environment that promotes creative thinking in the workplace. (6)

[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 OR QUESTION 6 on a NEW page.

QUESTION 5: BUSINESS VENTURES (INVESTMENT INSURANCE)

Most businesses can clearly distinguish between insurance and assurance. They understand that they can benefit by investing in insurance tailored to their needs. They apply the principles of insurance when entering into an insurance contract. Businesses are also required to contribute to compulsory insurance.

Write an essay on investment insurance in which you include the following aspects:

- Outline the differences between insurance and assurance.
- Explain the benefits of insurance for businesses.
- Discuss the following principles of insurance:
  - o Indemnity/Indemnification
  - o Utmost good faith
- Advise businesses on the Road Accident Fund (RAF)/Road Accidents Scheme (RABS) as a type of compulsory insurance. **[40]**

QUESTION 6: BUSINESS OPERATIONS (ETHICS AND PROFESSIONALISM)

Corporate governance ensures that ethical and professional behaviour is maintained during the daily operations of a business. Most businesses strive to uphold their integrity by conducting themselves in a professional, responsible, ethical and effective manner. They are also expected to conduct operations in a professional manner and develop strategies to address any unprofessional challenges that may arise.

Write an essay on ethics and professionalism in which you include the following aspects:

- Elaborate on the meaning of ethical behaviour.
- Explain ways in which professional, responsible, ethical and effective business practice should be conducted.
- Discuss how the THREE types of unprofessional business practises pose challenges to businesses.
- Recommend ways in which businesses could deal with these types of unprofessional business practices.

[40]

TOTAL SECTION C: [40]

TOTAL :150

KWAZULU-NATAL PROVINCE
EDUCATION
REPUBLIC OF SOUTH AFRICA

FINAL

PROVINCIAL STANDARDISED ASSESSMENT

GRADE 11

BUSINESS STUDIES P2

JUNE 2026

MARKING GUIDELINES

MARKS : 150

TIME : 2 Hours

These marking guidelines consist of 29 pages.

NOTES TO MARKERS

PREAMBLE

The notes to markers are provided for quality assurance purposes to ensure the following:

(a) Fairness, consistency and reliability in the standard of marking
(b) Facilitate the moderation of candidates' scripts at the different levels
(c) Streamline the marking process considering the broad spectrum of markers across the country
(d) Implement appropriate measures in the teaching, learning and assessment of the subject at schools/institutions of learning

1. For marking and moderation purposes, the following colours are recommended:

Marker:	Red
Senior Marker:	Green
Deputy Chief Marker:	Brown
Chief Marker:	Pink
Internal Moderator:	Orange
DBE Moderator:	Turquoise

2. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question.

3. A comprehensive marking guideline has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:

   - Uses a different expression from that which appears in the marking guideline
   - Comes from another credible source
   - Original
   - A different approach is used

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

   1. 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 as well as for calculation and moderation purposes.

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 guidelines. 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.

2. 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.

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

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

   4.1 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.'√*

   4.2 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.

5. 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:

   5.1 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.

   5.2 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.

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

7. SECTION B

7.1 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.

7.2 If two facts are written in one sentence, award the candidate FULL credit. Point 14.1 above still applies. Stanmorephysics.com

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

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

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

- Fact 2 marks (or as indicated in the marking guidelines)
- Explanation 1 mark (two marks will be allocated in Section C)

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

7.4.2 If the number of facts required is not specified, the allocation of marks must be informed by the nature of the question and the maximum mark allocated in the marking guideline.

7.5 **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).**

8. SECTION C

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

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

8.2 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 Stanmorephysics.com **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: **TOTAL MARKS FOR FACTS:** **TOTAL MARKS FOR ESSAY (8 + 32):**	**8** **32** **40**

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

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

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

8.5 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".

8.6 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**

8.7 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.)

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

8.9 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.

8.10

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

8.10.2 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.

8.11 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.

SECTION A

QUESTION 1

1.1

1.1.1 D✓✓

1.1.2 B✓✓

1.1.3 B✓✓

1.1.4 D✓✓

1.1.5 C✓✓

(5 x 2) (10)

1.2

1.2.1 personal liability✓✓

1.2.2 lessee✓✓

1.2.3 affirmative action✓✓

1.2.4 delphi technique✓✓

1.2.5 right approach✓✓

(5 x 2) (10)

1.3

1.3.1 C✓✓

1.3.2 G✓✓

1.3.3 F✓✓

1.3.4 H✓✓

1.3.5 J✓✓

(5 x 2) (10)

TOTAL SECTION A: [30]

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

SECTION B

Mark ONLY the FIRST TWO questions answered in this Section.

QUESTION 2: BUSINESS VENTURES

2.1 Aspects that must be included in the prospectus

- Name of the company✓
- Company overview, including the vision, mission, and goals of a business ✓
- Product or service portfolio✓
- Market analysis and strategy✓
- Management team ✓
- The risks and potential of the business✓
- Available financial and share information ✓
- Company's assets and liabilities ✓
- Financial position ✓
- Profits and losses ✓
- Cash flow Prospects for growth✓
- Pre-incorporation contracts that have been signed✓
- Date of registration of the prospectus✓
- The minimum subscription ✓
- Purpose of the offer ✓
- Share capital Shares issued ✓
- Property owned ✓
- Preliminary expenses✓ **Max (3)**

NOTE: Mark the first THREE only.

2.2 Characteristics of a Partnership

- A partnership is an agreement between two or more persons. ✓✓
- Each partner contributes to the partnership, for example, skills, resources or money into the business. ✓✓
- Profit and losses are shared among partners according to the partnership
- agreement. ✓✓
- Partnerships are not legal entities. ✓✓
- This means that partnerships do not pay tax in their personal capacities. ✓✓
- Profit is divided among partners in a ratio as agreed in the partnership agreement. ✓✓
- No legal requirements regarding the name of the business. ✓✓
- Partners have unlimited liability and are jointly and severally liable for the debts of the business. ✓✓
- The auditing of financial statements is optional. ✓✓
- Partners share responsibilities and they are all involved in decision-making. ✓✓
- No legal formalities to start, only a written partnership agreement is required. ✓✓
- Partnership has no legal personality and therefore has no continuity when a partner leaves the business. ✓✓
- Partners share responsibilities and they are all involved in decision-making. ✓✓
- The legal liabilities lie with the partners and they cannot shift the liability to the business. ✓✓
- Any other relevant answer related to characteristics of a Partnership. **Max (4)**

2.3.1 Procedure when forming a company, quoted from scenario

- He prepared a memorandum of incorporation, opened a bank account, and registered for taxation. ✓
- The people establishing the company were also determined. ✓ **Max (2)**

Note: 1. Mark the first TWO only.
2. Do not award marks if answers are not quoted from the scenario.

2.3.2 Other procedures for the formation of a company

- File a notice of incorporation✓ and obtain a unique registration number. ✓
- Draw up a prospectus✓ for potential investors. ✓
- Register the company✓ at the Companies and Intellectual Property Commission(CIPC)✓
- A company becomes a legal entity✓ once registration has been finalised. ✓
- A company is registered and may start doing business once:
  - the name of the company✓ has been approved. ✓
  - the prescribed fees✓ have been paid. ✓
  - the Notice of Incorporation✓ have been lodged✓
  - the application to incorporate a new company✓ has been processed by the CIPC✓
- Any other relevant answer related to procedures for the formation of a company. **Max (4)**

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

2.4 Concept of Memorandum of Incorporation

- MOI serves as the constitution✓ of a company. ✓
- Companies are governed according✓ to the rules stated in the MOI. ✓
- MOI includes information✓ about a company's name, registered office, and records. ✓
- MOI describes the relationship✓ between the business and its stakeholders. ✓
- MOI describes the rights, responsibilities, and duties✓ of the shareholders and directors✓
- MOI provides details✓ about incorporation, the number of directors, and the share capital. ✓
- Any other relevant answer related to concept of Memorandum of Incorporation.

Max (6)

2.5 Challenges of establishing a company over other forms of ownership

- The owners of the company have more liability. ✓✓
- Directors might not have a personal stake in the company. ✓✓
- If directors change, there might be a difference in the continuity of management. ✓✓
- Directors may not have a personal interest in the business, and this could prevent the business from gaining help to maximise growth and profits. ✓✓
- There may be a conflict between the owners of the company and the management in control. ✓✓
- Politics can get in the way and directors are appointed for the wrong reasons. ✓✓
- A company may cease to exist if it is deregistered by CIPC Directors who do

not have a personal interest in the business might not attract investors. ✓✓
- The limited liability aspect of the company generates more paperwork in the registration process. ✓✓
- When directors change, there could be a lack of continuity in management. ✓✓
- Companies have more taxation requirements. ✓✓
- The more shares there are the less profit per share. ✓✓
- A company must submit a detailed report to all stakeholders at the end of each financial year. ✓✓
- A large amount of money is spent on financial audits and accounting fees because of government regulations. ✓✓
- Companies must disclose all financial information. ✓✓
- This could provide their competitors with an unfair advantage. ✓✓
- State-owned companies often deliver non-profitable services that leads to the government losing money through the business✓✓
- Any other relevant answer related to challenges of establishing a company over other forms of ownership.

Max (4)

2.6.1 Identification
- Outsourcing✓✓ **Sub max (2)**

Motivation
- BM had contacted Minty Tyre Fitment, to fit on the tyres on the bikes. ✓ **Sub max (1)**

Max (3)

NOTE:
1. **Award mark for Identification, even if motivation is incomplete.**
2. **Do not award marks for motivation if avenue of acquiring a business is incorrectly identified.**

2.6.2 Contractual obligations of Outsourcing
- There are several responsibilities and contractual implications✓ relating to outsourcing agreements. ✓
- It is the responsibility of the outsourcing business✓ to pay the outsourced provider the fee, which they agreed upon. ✓
- In return, it is the responsibility of the outsourced provider✓ to deliver the service which was agreed upon. ✓
- Some details that should be addressed in an outsourcing agreement are:
  - the responsibilities and rights✓ of both parties✓
  - the length or duration✓ of the contract✓
  - a confidentiality clause✓ to protect privileged information. ✓
- Any other relevant answer related to contractual obligations of Outsourcing.

Max (4)

2.7 Meaning of Initial Public Offering

- This is when the company issue shares✓ to the public for the first time. ✓
- The company must produce a prospectus✓ before undertaking the initial offering. ✓
- Most companies undertake an IPO ✓with the assistance of an investment banking firm acting in the role of an underwriter. ✓
- An Initial Public Offering (IPO) is the process where a private company first sells shares of stock✓, to the public essentially to raise equity capital. ✓
- Any other relevant answer related to meaning of initial public offering. **Max (6)**

2.8 Contractual obligations of Franchising

- Policies that govern the product and services✓✓
- Royalties and the dates of payment✓✓
- The form of ownership that the franchise will use ✓✓
- Operations specifications like marketing strategy and pricing✓✓
- A termination clause that details the circumstances under which the parties may end the legal relationship. ✓✓
- Any other relevant answer related to reasons why entrepreneurs may decide purchase an existing business. **Max (4)**

[40]

BREAKDOWN OF MARK ALLOCATION

QUESTION 2	MARKS
2.1	3
2.2	4
2.3.1	2
2.3.2	4
2.4	6
2.5	4
2.6.1	3
2.6.2	4
2.7	6
2.8	4
TOTAL	40

QUESTION 3: BUSINESS ROLES

3.1 Internal causes of change

- New business objectives or goals ✓
- High employee turnover where many employees must join the business ✓
- New policies and procedures implemented in the business ✓
- New management ✓
- Restructuring ✓
- Retrenchment ✓
- New equipment ✓

Note: Mark the first FOUR (4) only. **Max (4)**

3.2

3.2.1

EXAMPLES OF CRISIS	MOTIVATION
1.Supply shortages✓✓	The business is struggling to obtain enough raw materials from its suppliers. ✓
2. A sudden increase in production costs✓✓	At the same time, the cost of materials and transport has increased significantly. ✓
Sub max (4)	**Sub max (2)**

Max (6)

Note: Mark the first TWO (2) only.
Do not award marks for motivation, if examples are identified incorrectly.
Answers do not have to be in tabular format.

3.2.2 Ways businesses can deal with crisis in the workplace

- Assess and evaluate✓ the nature of the crisis. ✓
- When a crisis happens the affected department or persons should respond to the situation in a calm manner✓ and determine what the nature and cause of the crisis is in order to plan an appropriate response. ✓
- If necessary, seek advice✓ from experts. ✓
- Manage the seriousness of the situation✓ by responding to the situation immediately. ✓
- Ensure that accurate and correct information is provided ✓when managing the situation or crisis. ✓
- Provide training and support to staff members✓ affected by the situation. ✓
- Contain the situation as effectively as possible✓ to minimise any potential damage to the business. ✓
- Communicate with all stakeholders to ensure that they are properly briefed about the events, ✓its impact and the actions that should be taken. ✓
- The management team of the business should appoint a spokesperson ✓to manage all the media briefings. ✓
- Debriefing sessions should be arranged✓ for all those directly involved in the crisis. ✓
- Implement and evaluate the efficacy of the emergency plan✓ during the crisis. ✓
- If necessary, revise and amend the emergency plan✓ after the crisis. ✓
- Any other relevant answer related to ways businesses can deal with crisis in the workplace.

Max (4)

3.3 How businesses and people should deal with the major change of retrenchment

- Retrenchment occurs when a business reduces the number of workers in the business or organisation ✓to reduce the cost of the salaries and wages bill. ✓
- Essentially this is a process that is used by the employer to evaluate the business' needs✓ in order to increase profits whilst reducing its employees. ✓
- Restructuring and economic changes✓ may lead to many people being retrenched from their jobs. ✓
- Any other relevant answer related to how businesses and people should deal with the major change of retrenchment.

Max (4)

3.4 Strategies that businesses can use to deal with globalisation

- Businesses should be attentive of changes and trends in their related industry. ✓✓
- They should stay up-to- date with new technology processes and developments to ensure that they have a competitive edge. ✓✓
- Overseas markets for the businesses' products should be explored. ✓✓
- Businesses should ensure that their products meet international standards of quality. ✓✓
- Products that are made available to different markets should be useful, eye-catching and unique. ✓✓
- Source overseas manufacturers/materials/suppliers etc, to ensure the businessstays competitive. ✓✓
- Build a strategy for connecting with governments around the world. ✓✓
- Comply with international trade laws to make it easy to trade internationally. ✓✓
- Upgrade the enterprise's information technology (IT) network to enable online. ✓✓
- Any other relevant answer related to strategies that businesses can use to deal with globalisation.

Max (4)

3.5.

3.5.1 Ways professional, responsible, ethical and effective business practices should be conducted, quoted from the scenario

- The business treats its employees fairly, pays them on time as per the requirements of the law. ✓
- To foster employee confidence and loyalty, it is important to ensure that all staff has equal access to opportunities, positions, and resources. ✓

Max (2)

Note: Mark the first TWO only.
Do not award marks if responses are not quoted from the scenario.

3.5.2 Ways in which professional, responsible, ethical and effective business practice should be conducted

- Businesses should treat all their employees equally, ✓regardless of their race, colour, age, gender, disability, and so on. ✓
- The mission statement of a business should include the values ✓of equalityand respect. ✓
- The workplace should be a safe, fair environment✓ where employees can dotheir work and not be embarrassed or exposed. ✓
- Employees should be paid for working overtime✓ and on public holidays. ✓
- The business should respect employees and treat them with dignity ✓ byrecognizing

the value of their human capital for work well done. ✓
- All goods and services produced should be done according to the required standards✓ and ethical requirements. ✓
- New businesses should avoid using business names and ideas that are copyrighted, trademarked, ✓ and protected by law when starting a business. ✓
- New business owners must plan effectively and ensure that they put preventative measures in place✓ to protect their business. ✓
- Any other relevant answer related to ways in which professional, responsible, ethical and effective business practice should be conducted.

Max (4)

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

3.6 Different perspectives on ethics

- Ethics are practised universally by businesses. ✓ All people have an inherent moral compass that guides them to know the difference between what is right, wrong, or acceptable decisions or behaviour to demonstrate in business and society. ✓
- The way in which an employee views ethical perspectives✓ is determined by their culture, religion, education and background. ✓
- The employees background will influence the way in which he/she will respond✓ to ethical dilemmas within the business. ✓
- In ethics there is no absolute right or wrong. ✓ Businesses will manage ethical dilemmas according to what is deemed acceptable or not according to their code of ethics or business code of conduct. ✓
  Businesses are entitled to decide the kinds of behaviour that it demands✓ from its employees and customers. ✓
- Any other relevant answer related to different perspectives on ethics.

Max (4)

3.7 Advantages/benefits of ethical business ventures

- Businesses can build a good reputation and attract more investors, ✓ thus increasing profitability. ✓
- Customer loyalty is created and nurtured, ✓ and a positive business image will be created. ✓
- Staff morale can be built and maintained✓ by paying employees fairly. ✓
- Staff who are hard-working and productive✓ will be loyal and dedicated to the business. ✓
- Positive relationships will develop between co-workers,✓ which will result in improved productivity. ✓
- Businesses that become compliant with environmental regulations✓ will avoid unnecessary fees or sanctions. ✓
- Any other relevant answer related to advantages/benefits of ethical business ventures.

Max (6)

3.8 Ways in which businesses can deal with change in the workplace

- Businesses should recognize the differences that manifest when change processes are started and set out to achieve the goals and/or objectives of the process for change. ✓✓
- Businesses should recognize that change creates stress and disequilibrium for employees. ✓✓
- It is important for businesses to capacitate the employees with stress and change management solutions to cope with different situations. ✓✓
- Employers should engage employees in the process of change to build trust. ✓✓
- By consulting and communicating with employees, management shows that they are transparent and are keeping all staff informed of the expected changes. ✓✓
- Management should adhere to the plan and not move away from it. ✓✓
- All employees should be participative in the transformation process. ✓✓
- Change can be implemented easily if employees have good interpersonal relationships demonstrating trust, respect and support for each other. ✓✓
- To ensure that employees have a competitive advantage for promotion purposes, they should practice lifelong learning to ensure that they have the expected skills and knowledge base. ✓✓
- Any other relevant answer related to ways businesses can deal with change in the workplace.

Max (4)
[40]

BREAKDOWN OF MARK ALLOCATION

3.1	**4**
3.2.1	**6**
3.2.2	**4**
3.3	**4**
3.4	**4**
3.5.1	**2**
3.5.2	**4**
3.6	**4**
3.7	**4**
3.8	**4**
TOTAL	**40**

QUESTION 4: MISCELLANEOUS

BUSINESS VENTURES

4.1 Characteristics of a Non-Profit Company

- Non-profit companies do make money; they just do not make a profit. ✓✓
- Any money raised by a non-profit company needs to be used by the company to cover its expenses. ✓✓
- The name of the non-profit company must end with NPC. ✓✓
- Any other relevant answer related to characteristics of a Non-Profit Company.

Max (4)

NOTE: Mark the first TWO only.

4.2.1 Name the avenue of acquiring a business

- Leasing✓✓ **Max (2)**

4.2.2 Disadvantages of Leasing

- The lessee does not automatically become the owner✓ of the asset. ✓
- No added tax advantages can be derived✓ from leasing expenses. ✓
- Lease payments are treated as expenses✓ and not as payments towards an asset. ✓
- When paying lease payments towards a property✓, the business cannot benefit from any appreciation in the value of the property. ✓
- Lease expenses reduce✓ the net income of a business. ✓
- It might be difficult for a business to raise or access further loans✓ because leasing is treated as debt. ✓
- A lease agreement is a complex process and requires✓ thorough documentation and proper examination of an asset being leased. ✓
- The lessee normally remains responsible for the maintenance✓ and proper operation of the asset being leased. ✓
- The lessee✓ is bound by a contract ✓/the lessee is committed to the contract and may have to pay for the lease✓ even if they have no further use for the item. ✓
- Any other relevant answer related to disadvantages of Leasing. **Max (4)**

4.3 Advantages of Franchising

- Forms of financing that are not available to the public✓ are often available to franchisees. ✓
- Purchasing a franchise could be cheaper✓ than starting your own business. ✓
- A business is based on a proven idea✓ and the product and service are tried and tested. ✓
- Reduced long-term✓ financial risk. ✓
- Management advice is often provided✓ so it is not necessary to be a business expert. ✓
- Franchises often offer✓entrepreneurial help. ✓
- Established suppliers give bulk discounts✓ as they form part of a larger group. ✓
- Businesses are able to use a recognised brand name✓ and registered trademark.✓

- The systems, operations and services✓ are well established. ✓
- Franchise agreements dictate how the business runs✓, so there may be little room for creativity. ✓
- There are usually restrictions on where you operate✓, the products you sell and the suppliers you use. ✓
- Franchises often have an established reputation and image✓, proven management and work practices, access to national advertising and ongoing support. ✓
- Franchises offer the independence of a small business ownership✓supported by the benefits of a big business network. ✓
- Entrepreneurs do not necessarily need business experience✓ to run a franchise. ✓
- Franchisors always provide the training required✓ to operate their business model. ✓
- Franchises have a higher rate of success✓ than start-up businesses. ✓
- The marketing and advertising costs can be shared✓, so they are lower than for a non-franchised business. ✓
- There is often access to group support✓ from other franchisees and a network of communication and legal advice. ✓
- An operational franchise is an established business✓ so there is less financial risk. ✓
- Franchisees and their staff receive training✓ and support from the franchisor. ✓
- Banks will more likely grant financial assistance✓ to an established business. ✓
- The product is already well known in the market✓, which guarantees sales and good return. ✓
- Franchisees benefit from lower costs✓ due to centralised buying by the franchiser✓
- Any other relevant answer related to advantages of Franchising. **Max (6)**

4.4 Disadvantages of Public company

- Tax is paid on the taxable income of the company, and companies pay secondary tax on dividends distributed to shareholders. ✓✓
- Complicated process to incorporate a public company. ✓✓
- Must appoint an auditor/audit committee/company secretary, which increases company expenses.✓✓
- A large amount of funds are spent on financial audits. ✓✓
- Stocks have to be traded publicly in order to raise capital.✓✓
- A full report must be submitted to the major shareholders each year. ✓✓
- Difficult and expensive to establish as the company is subjected to many legal requirements. ✓✓
- More shareholders increase dividend payments, which lead to less profit being acquired by the company. ✓✓
- Shareholders may be allowed little or no input into the affairs of the company.✓✓
- Due to legislation, decisions take longer and there may be disagreements. ✓✓
- Financial affairs must be known publicly, this information could be used to competitors' advantage. ✓✓
- Company has to disclose all financial information. ✓✓
- Any other relevant answer related to disadvantages of public company. **Max (4)**

BUSINESS ROLES

4.5 Principles of professionalism and ethics

- Competency✓
- Integrity✓
- Transparency✓
- Respect✓
- Objectivity✓
- Confidentiality✓
- Conflict of interest✓
- Commitment✓
- Caring✓
- Environmental responsibility✓

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

4.6.1 Advantages of creative thinking, quoted from the scenario

- The business is able to develop unique products that helped it stand out from competitors. ✓
- Creative thinking helped the business find solutions to difficult business challenges. ✓
- Some of the ideas even led to new inventions that improved the quality of life for many customers. ✓

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

4.6.2 Advantages of creative thinking

- May give the business a competitive advantage✓ if unusual/unique solutions/ideas/strategies are implemented. ✓
- Broadens the range of possible solutions✓ when solving complex business problems. ✓
- Productivity increases as management/employees may quickly generate multiple ideas✓ which utilises time/money more effectively. ✓
- Managers/Employees have more confidence✓ as they can live up to their full potential. ✓
- Managers will be better leaders as they will be able to handle/manage change(s) ✓positively/creatively. ✓
- Managers/Employees can develop a completely new outlook, ✓which may be applied to any task(s) they may do. ✓
- Improves motivation✓ amongst staff members which leads to high job satisfaction. ✓
- Managers/Employees have a feeling of great accomplishment, and they may not resist/obstruct the process✓ once they solved a problem/contributed towards the success of the business. ✓
- Management/Employees may keep up with fast changing technology✓ which may lead to an increased market share. ✓
- Stimulates initiative from managers/employees, as they are continuously pushed out ✓of their comfort zone. ✓
- Businesses can continuously improve on the product development by exploring ways✓ to enhance growth. ✓
- Any other relevant answer related to advantages of creative thinking in the workplace.

Max (6)

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

4.7 Advantages of working with others to solve problems

- There are different perspectives to be considered✓ because it could be difficult to be creative and innovative on your own. ✓
- Access to a broader base of skills, knowledge, and experiences✓ helps if youcan get the opinion of others on a matter. ✓
- More ideas can be triggered from other employees' ideas✓ which can help the problem-solving process. ✓
- It facilitates learning from one another when colleagues are able to teach or explain things to one another✓, especially when working in groups. ✓
- Working together is encouraged✓ to produce greater results. ✓
- The workload decreases✓ because everyone shares the problem and their experiences. ✓
- Any other relevant answer related to advantages of working with other to solve problems. **Max (4)**

4.7 Ways in which businesses can create an environment that stimulates creative thinking

- Encourage alternative ways of working/doing things. ✓✓
- Respond enthusiastically to all ideas and never let anyone feel less important. ✓✓
- Place suggestion boxes around the workplace and keep communication channels open for new ideas. ✓✓
- Emphasise the importance of creative thinking to ensure that all staff know that management want to hear their ideas. ✓✓
- Make time for brainstorming sessions to generate new ideas, e.g., regular workshops/ generate more ideas/build on one another's ideas. ✓✓
- Train staff in innovative techniques/creative problem-solving skills/mind-mapping/ lateral thinking. ✓✓
- Encourage job swops within the organisation/studying how other businesses are doing things. ✓✓
- Reward creativity with reward schemes for teams/individuals that come up with creative ideas. ✓✓
- Provide a working environment conducive to creativity, free from distractions. ✓✓
- Encourage employees to develop/come up with new / unique ideas/ alternative ways of working/doing things. ✓✓
- Any other relevant answer related to ways in which businesses can create an environment that stimulates creative thinking

. **Max (4)**
[40]

BREAKDOWN OF MARK ALLOCATION

4.1	**4**
4.2.1	**2**
4.2.2	**4**
4.3	**6**
4.4	**4**
4.5	**3**
4.6.1	**3**
4.6.2	**6**
4.7	**4**
4.8	**4**
TOTAL	**40**

SECTION C

QUESTION 5: BUSINESS VENTURES [BENEFITS OF A COMPANY OVER OTHER FORMS OF OWNERSHIP]

5.1 Introduction

- A Personal Liability Company is ideal for investors because of it legal status. ✓
- Entrepreneurs should be aware of the inefficiencies of Non-Profit Company. ✓
- It is crucial for entrepreneurs to understand the differences between a Private and Public Company, as it dictates how they maintain control and comply with regulations. ✓
- Businesses should adhere to the legal requirements when establishing a company name. ✓
- Any other relevant introduction related to characteristics of a Personal Liability Company/disadvantages of Non-Profit company/differences between Private and Public Company/legal requirements of the company name.

Any (2x1) (2)

5.2 Characteristics of a Personal Liability Company

- It needs a minimum of one shareholder and there is no limit on the number of shareholders that a personal liability company may have. ✓✓
- Requires one or more directors to manage the company. ✓✓
- Personal liability companies are subject to fewer disclosure and transparency requirements. ✓✓
- Governed by the Companies Act (Act 71 of 2008) and incorporated in terms of the Memorandum of Incorporation. ✓✓
- The directors are jointly and severally liable with the company for all company debts and liabilities incurred. ✓✓
- Certain professional persons, such as attorneys and accountants, who are statutorily prohibited from enjoying limited liability, often incorporate a personal liability company to regulate their affairs. ✓✓
- The company has the benefit of corporate existence and perpetual succession.
- These companies name must end with the letters 'Incorporated' or 'Inc.' ✓✓
- A personal liability company is prohibited by MOI from offering its shares to the public and the transferability of its shares is restricted. ✓✓
- A personal liability company must prepare annual financial statements but is not required to lodge its annual financial statements with the Commission. ✓✓
- Annual financial statements need not be either audited or independently reviewed, unless prescribed by regulation. ✓✓
- Shareholders of a personal liability company have a right of pre-emption in respect of the issue of new securities unless the MOI provides otherwise. ✓✓
- A personal liability company has a separate legal personality and shareholders have limited liability. ✓✓

A personal liability company is required to give 10 business days' notice for shareholder meetings.✓✓

- Any other relevant answer related to characteristics of a Personal Liability Company.

Max (10)

5.3 Disadvantages of a Non-Profit Company

- Need professional assistance✓ to set up this organisation. ✓
- Does not generate enough capital✓ to cover their expenses. ✓
- Donations may not always be enough to finance✓ the company's expenses. ✓
- Assets are not distributed✓ to the members upon closing. ✓
- Establishing a non-profit company✓ takes time/effort/money. ✓
- Obtaining grants✓ can be a slow and tiring process. ✓
- Incorporators cannot take along the assets✓ accumulated by the NPC if they decide to leave. ✓
- NPC companies are not allowed to pay✓ bonuses to members. ✓
- They are compelled to prepare✓ annual financial statements. ✓
- Any other relevant answer related to disadvantages of a Personal Liability Company.

Max (14)

5.4 Differences between a Private and Public Company

Private company	Public company
- The name must end✓ with Proprietary Limited/PTY(LTD)✓	- The name must end✓ with Limited/Ltd✓
- May not offer shares✓ to the general public✓	- Trades its shares publicly✓ on the Johannesburg Securities Exchange✓
- Shares are not✓ freely transferable✓	- Shares✓ are freely transferable✓
- Minimum✓ of one director✓	- Minimum✓ of three directors✓
- Annual financial statements✓ need not be audited and published✓	- Annual financial statements✓ need to be audited and published✓
- Does not need to publish a prospectus✓ as it cannot trade its shares publicly✓	- Must register and publish a prospectus✓ with the Companies and Intellectual Property Commission/CIPC✓
- The company does not have to raise the minimum subscription✓ or issue minimum shares✓	- Must raise a minimum subscription✓ prior to commencement of the company✓
- Any other relevant answer related to private company.	- Any other relevant answer related to public company.
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 private company or public company only.

5.5 Legal requirements of the name of the company

- If a name is reserved at the CIPC, it cannot be used by another company. ✓✓
- Names can be reserved by a business for six months. ✓✓
- The name of a company is subject to approval by CIPC. ✓✓
- The name of a company must be original and may not be misleading. ✓✓
- A company's name must appear on all company documents. ✓✓
- The name of a company must show the type of company, that is:
  - the name of the non-profit company must end with NPC. ✓✓
  - the name of a personal liability company must end with Incorporated or Inc. ✓✓
  - the name of a private company must end with Proprietary Limited or Pty Ltd. ✓✓
  - the name of a public company must end with Limited or Ltd. ✓✓
  - the name of a state-owned company must end with SOC Ltd. ✓✓
- The name of the company must not be offensive, promote violence or hatred and cause any harm. ✓✓
- The name must not be shortened and translated. ✓✓
- A company is not allowed to use a misleading name✓✓
- Any other relevant answer related to legal requirements of the name of the company.

Max (10)

5.6 Conclusion

- Professionals who establish Personal Liability Company's benefit from the legal protection that it offers.✓✓
- Non-Profit Company's implement strict rules and regulations which increases trust among potential stakeholders and donors. ✓✓
- Entrepreneurs are able to make better decisions concerning the type of company, to open/convert to when they understand the differences between a Private and Public company. ✓✓
- The legal requirements of the name of a company allows for a company's name to be protected against counterfeiting. ✓✓
- Any other relevant conclusion related to characteristics of a Personal Liability company/disadvantages of a Non-Profit company/differences between a Private and Public company/legal requirements of the company name.

Any (1x2) (2)

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	**Max 32**
Characteristics of a Personal Liability Company	10	
Disadvantages of Non-Profit Company	14	
Differences between a Private and Public Company	12	
Legal requirements of the name of a company	10	
Conclusion	2	
INSIGHT		**8**
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		**40**

LASO – For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if some requirements are met.
Allocate 0 marks where requirements are not met at all.

QUESTION 6: BUSINESS ROLES [STRESS, CRISIS AND CHANGE MANAGEMENT]

6.1 Introduction

- Stress can negatively affect employees' health, motivation and concentration.✓
- Businesses should understand that there are various factors that causes stress in the workplace.✓
- Businesses should explore various ways on how employees can manage stress in the workplace.✓
- Any other relevant introduction related to meaning of stress, importance of stress, causes of stress and ways in which employees can manage stress in the workplace.

Any (2x1) (2)

6.2 Meaning of stress

- Stress can be defined as a mental state or emotional strain or tension✓ resulting from negative or demanding circumstances. ✓
- The strain that an individual is placed under can affect their ability to remember information ✓ and can affect their attention span and overall efficiency in the workplace. ✓
- Stress is the response of a person's body✓ to anything that requires more action or work from an individual than normal. ✓
- An employee is generally referred to as being stressed when they are not able to sufficiently balance the demands of getting work done✓ versus the amount of work that they must do. ✓
- An individual's physical and emotional response to stress may be debilitating, ✓ which could result in lower productivity levels at work. ✓
- The strain that individuals experience to meet the daily demands of the business✓ may cause them to be stressed and may cause high levels of absenteeism from work. ✓
- Stress may also result in low self-esteem✓ and morale for employees. ✓
- Any other relevant answer related to meaning of stress

Max (8)

NOTE: 1. 6.3 Content removed - the words "…management in the workplace " was erroneously omitted in the question paper.
2. Facts total will now equal to "38"(refer to breakdown of marks).
3. However, educators are to remember to mark to a maximum of 32 marks only for facts.

6.4 Causes of stress in the workplace

- A heavy workload, unrealistic targets, and deadlines✓ aggravated bytime pressure✓
- Working long hours✓ without adequate breaks✓
- Shift systems not properly designed ✓and coordinated✓
- Changes in job description, ✓ management or in technology✓

- Working at home✓ to complete tasks not done at the office✓
- Staying abreast✓ of the latest technology✓
- Attending many meetings that take time ✓and do not allow employees to complete their work tasks during working hours✓
- Work demands✓ that affect an employee's family and personal life✓
- Inadequate training✓ given to employees✓
- Managers who are not competent✓ and efficient✓
- Job insecurity, ✓ bullying and harassment✓
- Conflict with those in the business ✓who have different beliefs and values✓
- The nature of interpersonal relationships✓ with colleagues✓
- The frequency✓ of work-related travel✓
- Lack of accountability✓ of employees and managers✓
- Lack of participation✓ in decision-making✓
- Insufficient funds✓ and vacant posts not filled✓
- Unconducive ✓working conditions✓
- A lack of power✓ and influence✓
- Lack of teamwork✓ and conflict situations amongst employees. ✓
- Any other relevant answer related to causes of stress in the workplace.

Max (14)

6.5 Ways in which employees can manage stress in the workplace.

- Be aware of what they require in order to complete their daily tasks at work. ✓✓
- Self-awareness will assist employees to minimise stress. ✓✓
- Consult their work schedule to identify potential stressful situations and make
- changes to the schedule where possible. ✓✓
- Ensure that effective time management strategies are practiced. ✓✓
- Try to avoid conflict situations with co-workers. ✓✓
- It is important to get enough sleep and rest to perform work tasks efficiently. ✓✓
- Take regular breaks to relax and recharge. ✓✓
- Follow a balanced lifestyle by eating healthily, exercising and participating in activities that promote relaxation. ✓✓
- Exercise regularly and keep fit. ✓✓
- Replace negative self-talk with positive thoughts. ✓✓
- Set personal realistic goals and targets. ✓✓
- Any other relevant answer related to ways employees can manage stress in the workplace. **Max (12)**

6.6 Conclusion

- Businesses must ensure that the meaning of stress is clearly outlined to everyone in the workplace. ✓✓
- It is important for businesses to identify causes of stress in the workplace in order to manage it effectively. ✓✓
- Proper stress management by businesses can enhance employee productivity and overall efficiency .✓✓
- Any other relevant introduction related to meaning of stress, importance of stress,causes of stress and ways in which employees can manage stress in the workplace.

Any (1 x 2) (2)
[40]

BREAKDOWN OF MARKS – QUESTION 6

Details	Maximum	Total
Introduction	2	Max 32
Meaning of stress	8	
Causes of stress in the workplace	14	
Ways in which employees can manage stress 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 some requirements are met.
Allocate 0 marks where requirements are not met at all.