



**KWAZULU-NATAL PROVINCE**

**EDUCATION**  
REPUBLIC OF SOUTH AFRICA



**NATIONAL  
SENIOR CERTIFICATE**

**GRADE 10**

**BUSINESS STUDIES**

**COMMON TEST**

**SEPTEMBER 2024**

**MARKS : 100**

**DURATION : 1h30**

**This question paper consists of 7 pages.**

## INSTRUCTIONS AND INFORMATION.

Read the following instructions carefully before answering the questions

1. This paper consists of **THREE** sections.

### SECTION A: **COMPULSORY**

SECTION B: Consists of **THREE** questions answer any **TWO** questions in this section.

SECTION C: Consists of **TWO** questions. Answer any **ONE** of the two questions in the section.

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

| SECTION                                                                       | QUESTION                         | MARKS                               | TIME<br>(Minutes)     |
|-------------------------------------------------------------------------------|----------------------------------|-------------------------------------|-----------------------|
| <b>A: Multiple choice questions and matching<br/>COMPULSORY</b>               | <b>1</b>                         | <b>20</b>                           | <b>20</b>             |
| <b>B: THREE Direct/Indirect questions.<br/>(Choose any TWO questions)</b>     | <b>2</b><br><b>3</b><br><b>4</b> | <b>20</b><br><b>20</b><br><b>20</b> | <b>40</b>             |
| <b>C: TWO essay-type questions.<br/>(choose any ONE of the TWO questions)</b> | <b>5</b><br><b>6</b>             | <b>40</b><br><b>40</b>              | <b>30</b>             |
|                                                                               | <b>TOTAL:</b>                    | <b>100</b>                          | <b>90<br/>minutes</b> |

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

## SECTION A: (COMPULSORY)

### QUESTION 1: MULTIPLE CHOICES

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

1.1.1 The ... technique is where a large group of members are encouraged \ to randomly come up with ideas.

- A. decision making
- B. brainstorming
- C. problem solving
- D. nominal group



1.1.2 A circular graph that is divided into segments/slices.

- A. bar graph
- B. flow chart
- C. line graph
- D. pie chart

1.1.3 The following statement outlines the importance of graph and pictures.

- A. It helps to maintain the audience's interest during the presentation
- B. It makes the presenter respond to questions in a non-aggressive manner.
- C. It makes the presentation difficult
- D. It helps the presenter with audible voice projection

1.1.4 A decrease in the price of petrol prices can be classified as ... in a SWOT analysis.

- A. strength
- B. weakness
- C. opportunity
- D. threat

1.1.5 Marketing mix include ... as an element of 7P's.

- A. probability
- B. protecting the environment
- C. problem solving
- D. price

(5x2) (10)

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

| COLUMN A               | COLUMN B                                                                                        |
|------------------------|-------------------------------------------------------------------------------------------------|
| 1.2.1 Weaknesses       | A. bringing one's idea and present it as yours in the business                                  |
| 1.2.2 Table            | B. a point at which profits are equal to expenses and a business does not show profit nor loss. |
| 1.2.3 Break-even point | C. challenges that businesses are struggling to deal with inside the business                   |
| 1.2.4 Innovation       | D. data structure that uses bars to show comparative data between categories.                   |
| 1.2.5 Market research  | E. a monthly account of sales and expenses showing profit and loss                              |
|                        | F. challenges that businesses are struggling to deal with outside the business                  |
|                        | G. means to get information about consumers' needs and preferences.                             |
|                        | H. coming up with a new or improved idea or a method that is unique to those that already exist |
|                        | I. selling products to selected customers who are willing to pay more                           |
|                        | J. data structure that organises information into rows and columns                              |

(5x2) (10)

**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 5 on a NEW page, QUESTION 6 on a NEW page.

**QUESTION 2: BUSINESS VENTURES**

- 2.1 Outline TWO factors that must be considered when preparing for a verbal presentation. (4)

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

**ALUMINIUM KINGS (AK)**

Ethel, the manager of Aluminium Kings had to design a presentation to potential investors. She started with the heading and used legible font size. Her presentation was successful as she maintained eye contact and used a loud voice

- 2.2.1 Quote TWO factors Ethel considered when designing a presentation from the scenario above. (2)

- 2.2.2 Explain other factors that must be considered when designing a presentation. (4)

- 2.3 Discuss the importance of business reports. (4)

- 2.4 Advise businesses on the protocol for conducting a research. (6)

**[20]**

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### QUESTION 3: BUSINESS ROLES

- 3.1 Outline any FOUR steps of the problem-solving cycle. (4)
- 3.2 Read the scenario below and answer the questions that follow.

#### MOODLE SUPERMARKET (MS)

Moodle Supermarket is currently facing a decline in sales. MS management requested experts to assist in solving the problem. Experts managed to share ideas to improve with the management.

- 3.2.1 Identify the problem-solving technique applicable to MS in the scenario above. (2)
- 3.2.2 Explain the problem solving technique identified in QUESTION 3.2.1. above (4)
- 3.3 Discuss how businesses can apply the Nominal Group technique to solve business problems. (6)
- 3.4 Recommend ways in which creative business opportunities can realistically be implemented by businesses. (4)
- [20]

### QUESTION 4: MISCELLANEOUS

#### BUSINESS VENTURES

- 4.1 Name any FOUR Components of a business plan. (4)
- 4.2 Identify the visual aids applicable in EACH statement below;
- 4.2.1 Linda used a device to display computer output onto a white fabric screen to show images during the presentation.
- 4.2.2 Ester preferred giving notes to the audience before the beginning of the presentation. (4)
- 4.3 Explain the purpose of visual aids. (4)

#### BUSINESS ROLES

- 4.4 Outline ways in which businesses can use creative thinking to generate entrepreneurial opportunities in the workplace. (4)
- 4.5 Advise businesses on how Delphi Technique can be applied to solve business problems (4)
- [20]

## SECTION C

Answer **ANY ONE** question in this section

**NOTE:** Clearly indicate the QUESTION NUMBER of each question chosen. the answer to question must start on a NEW page, e.g. QUESTION 7 on a new page, QUESTION 8 on a NEW page.

### QUESTION 5: BUSINESS VENTURES (BUSINESS PLAN)

Successful businesses must develop business plans before implementation. Viable business plans must create a need for customers to buy the businesses' goods and services which must be explained in its executive summary. A clear understanding of the businesses' product and its physical environment are crucial to the effectiveness of its marketing plan

In the light of the above preamble, respond to the following;

- Outline the importance of a business plan
- Explain the purpose of the executive summary
- Discuss the meaning of a marketing mix with specific reference to the following elements of the 7 p's:
  - Product
  - Physical environment
- Advise businesses on the importance of the marketing plan.

[40]

### QUESTION 6: BUSINESS ROLES (CREATIVE THINKING & PROBLEM SOLVING)

Managers must encourage creative thinking in the workplace. All employees need to understand the differences between problem-solving and decision making so that they can play a meaningful role in solving business problems. Force-Field analysis and Brainstorming are some of the techniques that can be used to solve different business problems. Encouraging workers and managers to be creative in the workplace may yield benefits for the businesses

With reference to the above preamble, write an essay on the following aspects;

- Elaborate on the meaning of creative thinking
- Distinguish between decision making and problem solving
- Discuss how businesses can apply the following problem-solving techniques
  - Force-Field Analysis
  - Brainstorming
- Advise businesses on the benefits of creative thinking in the workplace.

[40]

**TOTAL SECTION C:** [40]

**GRAND TOTAL:** [100]



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**FINAL**

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**GRADE 10**

**BUSINESS STUDIES  
COMMON TEST  
SEPTEMBER 2024  
MARKING GUIDELINES**

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**MARKS : 100**

**DURATION : 1h30**

**This marking guideline consists of 18 pages.**

**NOTES TO MARKERS**

1. 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 source
  - Original
  - A different approach is used

**NOTE: SECTION A:**

- There are no alternative answers.
  - Each question has only one correct answer.
2. 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.)
  3. The word 'sub-max' is used to facilitate the allocation of marks within a question or sub-question.
  4. 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.
  5. In an indirect question, the theory as well as the response must be relevant. and related to the question.
  6. No additional credit must be given for repetition of facts. Indicate with an R.
  7. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in memo. Only the total for each question should appear in the left-hand margin next to the appropriate question number.

**SECTION B**

- 8.1 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.

- 8.2 If two facts are written in one sentence, award the candidate FULL credit. Point 10.1 above still applies.
9. Where the number of facts are specified, questions that require: candidates to 'explain/discuss/ describe' will be marked as follows
- Heading 2 marks
  - Explanation: 1 mark (or as indicated in the marking guideline).
  - The 'heading' and 'explanation' are given separately to facilitate mark allocation.
- 10.2 If the number of facts is not specified, the candidate must be informed by the nature of the question and the maximum marks allocated
- 10.3 If candidates are required to provide their own examples/views, brainstorm this to come up with alternative answers
- 10.4 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.

**SECTION C**

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



|              |                    |
|--------------|--------------------|
| Introduction | <b>Maximum: 32</b> |
| Content      |                    |
| Conclusion   |                    |
| Insight      | 8                  |
| <b>TOTAL</b> | <b>40</b>          |
|              |                    |

11.2 Insight consists of the following components:

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Layout / structure:                | Is there an introduction, body, proper paragraphs and a conclusion?                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>2</b>  |
| <b>Analysis and interpretation</b> | Learners' ability to break down the question/interpret it correctly to show understanding of what is being asked.                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>2</b>  |
| <b>Synthesis</b>                   | <p>Are there relevant decisions/facts/responses made based on the questions?</p> <p>Marks to be allocated using this guide:</p> <p>No relevant facts: 0 (Two '-S')</p> <p>Some relevant facts: 1 (One '-S')</p> <p>Only relevant facts: 2 (Zero/No '-S')</p> <p>NB:</p> <ol style="list-style-type: none"> <li>If no '-S' is indicated, award the maximum TWO (2) marks.</li> <li>Where a candidate answers less than 50% of the question with relevant facts, one –S appears in the left margin, award a maximum of ONE (1) mark</li> </ol> |           |
| <b>Originality:</b>                | Examples, recency of information, current trends and developments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>2</b>  |
|                                    | <b>TOTAL FOR INSIGHT:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>8</b>  |
|                                    | <b>TOTAL MARKS FOR FACTS:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>32</b> |
|                                    | <b>TOTAL MARKS FOR ESSAY (8 + 32)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>40</b> |

**SECTION A****QUESTION 1****1.1**

1.1.1 B✓✓

1.1.2 D✓✓

1.1.3 A✓✓

1.1.4 C✓✓

1.1.5 D✓✓

**1.2**

1.2.1 C✓✓

1.2.2 J✓✓

1.2.3 B✓✓

1.2.4 H✓✓

1.2.5 G✓✓

**(10)****(10)****[20]****BREAKDOWN OF MARKS**

| QUESTION 1   | MARKS     |
|--------------|-----------|
| 1.1          | 10        |
| 1.2          | 10        |
| <b>TOTAL</b> | <b>20</b> |

**QUESTION 2****2.1 Factors to consider when preparing a verbal presentation**

- Capturing the main aim in the introduction of the presentation✓✓
- Knowing the background of the audience to determine the appropriate visual aids✓✓
- Being fully conversant with the content of the presentation✓✓
- Relevant and accurate presentation of the information✓✓
- Preparing a rough draft of the presentation with an introduction, body, and conclusion✓✓
- Summarizing the key facts in the conclusion, and showing that all aspects have been addressed✓✓
- Creating visual aids that will assist in getting the point across effectively✓✓
- Visiting the venue and ensuring that the equipment provided is working and suitable✓✓
- Practicing in front of a person who will give an honest opinion of the presentation✓✓
- Preparing for the feedback session by anticipating possible question✓✓
- Any other relevant answer related to factors to consider when preparing for a verbal presentation

**NOTE: Mark the first TWO (2) only.**

**(4)**

**2.2****2.2.1 Factors to consider when designing a presentation**

She started with the heading✓

Used legible font size✓

**(2)**

**2.2.2 Factors to be considered when designing a presentation**

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

- Any other relevant answer related to factors to consider when designing a presentation

**NOTE: Do not award marks for factors repeated in the scenario**

(4)

### 2.3 Importance of business report

- A business report aims to provide a critical analysis of how the business is performing ✓ in all business functions of the organisation. ✓
- Business reports are used to guide ✓ decision making in the business. ✓
- It allows business owners and senior management the opportunity to investigate ✓ and solve any identified issues. ✓
- Senior management relies on business reports ✓ to inform them of what each department is doing. ✓
- Business reports provide important information ✓ for management that is timely and factual ✓
- Business reports enable management to keep track of every activity ✓ undertaken in each department. ✓
- Any other relevant answer related to the importance of business report

(4)

### 2.4 Protocol of conducting a research

- The research should be conducted with the willing cooperation participants it should be on voluntary bases ✓✓
- If it's taking place within an organisation, it must be approved in terms of time and place must be agreed ✓✓
- The interview shouldn't try to influence the opinion of the participant ✓✓
- Participants should be free and be allowed to not answer some questions ✓✓
- No information should be disclosed to anyone else to protect their privacy ✓✓
- Participants should be told the reasons for the market research and approximately how it will take to complete. ✓✓
- Findings must be reported accurately and nit used to mislead anyone. ✓✓
- Any relevant answer related to protocol of conducting research.

(6)  
[20]

**BREAKDOWN OF MARKS**

| QUESTION 2   | MARKS     |
|--------------|-----------|
| 2.1          | 4         |
| 2.2.1        | 2         |
| 2.2.2        | 4         |
| 2.3          | 4         |
| 2.4          | 6         |
| <b>TOTAL</b> | <b>20</b> |

**QUESTION 3****3.1 Problem Solving Cycle**

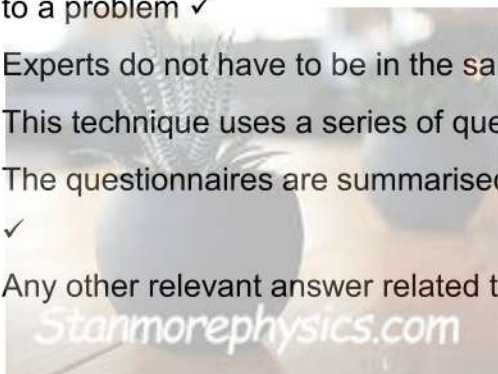
- Identify the problem✓
- Define the problem✓
- Identify alternative solutions✓
- Evaluate alternative solutions✓
- Choose the best solution✓
- Formulate/Develop an action plan/strategy✓
- Implement the action plan✓
- Evaluate the solution/action plan✓

**(4)****NOTE: Mark the first FOUR (4) only.****Steps may be in any order.****3.2 Problem Solving techniques**

3.2.1 Delphi technique✓✓

**(2)****3.2.2 Delphi technique**

- The Delphi Technique is a method that relies on a panel of experts✓ to find solutions to a problem ✓
- Experts do not have to be in the same place✓ and they remain anonymous✓
- This technique uses a series of questionnaires ✓to obtain feedback from experts ✓
- The questionnaires are summarised to bring about the agreement✓ from the different views ✓
- Any other relevant answer related to Delphi technique

**(4)**

### 3.3 Nominal group technique

- The team is divided into smaller groups ✓ seated around a table. ✓
- Problem(s) should be clearly defined ✓ to the groups. ✓
- Each team member will silently brainstorm as many ideas as possible ✓ and write them down. ✓
- Each team member gives one of their solutions/ideas ✓ with a short explanation. ✓
- No one is allowed to criticize, ✓ but participants may ask questions to understand the suggested solution more clearly. ✓
- Individuals anonymously rank suggestions ✓ from 1 upwards ✓
- Ratings are captured ✓ and points are totaled. ✓
- Each group presents the solution ✓ with the highest votes in their particular group ✓
- Solutions may also be chosen ✓ by voting to determine the best idea(s). ✓
- Any other relevant answer related to application of Nominal Group technique

(6)

### 3.4 Ways in which creative business opportunities can realistically be implemented by businesses

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

(4)

[20]

#### BREAKDOWN OF MARKS

| QUESTION 3   | MARKS     |
|--------------|-----------|
| 3.1          | 4         |
| 3.2.1        | 2         |
| 3.2.2        | 4         |
| 3.3.         | 6         |
| 3.4          | 4         |
| <b>TOTAL</b> | <b>20</b> |

## QUESTION 4: MISCELLANEOUS BUSINESS VENTURES

### 4.1 Components of the business plan

- cover page✓
- Content page✓
- Executive Summary✓
- Description of the business/overview✓
- Legal requirements✓
- SWOT analysis✓
- Marketing plan✓
- Operational plan✓
- Financial plan✓
- Management plan✓
- Competitors analysis✓
- Any other relevant answer related to components of the business plan



(4)

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

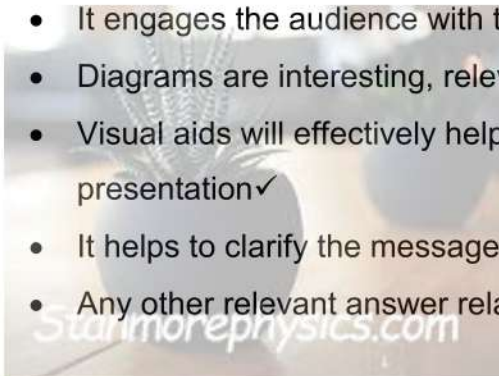
### 4.2

- 4.2.1 Data Projector✓✓
- 4.2.2 Handouts✓✓

(4)

### 4.3 Purpose of visual aids

- It helps illustrate points to the reader/audience✓ more easily and effectively✓
- It also helps maintain the audience's interest✓ during the presentation ✓
- It engages the audience with the presentation, ✓ making them remember it afterward ✓
- Diagrams are interesting, relevant, ✓ and support the presentation. ✓
- Visual aids will effectively help convey the message✓ the audience during the presentation✓
- It helps to clarify the message ✓ and provides a point of reference for the mind ✓
- Any other relevant answer related to the purpose of visual aids



(4)

#### 4.4 Ways businesses can use creative thinking to generate entrepreneurial opportunities in the workplace.

- Design environments that stimulate creative thinking. ✓✓
- Encourage staff to come up with new ideas and solutions. ✓✓
- Make time for brainstorming sessions to generate new ideas, like, holding regular workshops ✓✓
- Encourage job swaps within the organization and study how other businesses are doing things ✓✓
- Regard indigenous knowledge as a valuable resource when solving problem or identifying business opportunities. ✓✓
- Emphasize the importance of creative thinking to ensure that all staff know that management wants to hear their ideas. ✓✓
- Any other relevant answer related to ways business can use creative thinking to generate entrepreneurial opportunities

(4)

#### 4.5 Application of Delphi Technique to solve business problems

- Businesses must invite a panel of experts to solve a complex problem. ✓✓
- Experts do not have to be in one place and will be contacted individually. ✓✓
- Design a questionnaire consisting of questions on how to solve the problem and distribute it to the panel members/experts. ✓✓
- Request the panel to individually respond to the questionnaire/suggest solutions to the problem and return it to the business. ✓✓
- Summarize the responses from the experts in a feedback report. ✓✓
- Send the feedback report and the second set of questions/questionnaire based on the feedback report to the panel members. ✓✓
- Request panel members to provide further input/ideas on how to solve the problem after they have studied the results/documentation. ✓✓
- Distribute a third questionnaire based on previous feedback from the second round. ✓✓
- Prepare a final summary/feedback report with all the methods to solve the problem. ✓✓
- Any other relevant answer related to application of Delphi Technique

(4)

[20]

**BREAKDOWN OF MARKS**

| QUESTION 4   | MARKS     |
|--------------|-----------|
| 4.1          | 2         |
| 4.2.1        | 2         |
| 4.2.2        | 2         |
| 4.3          | 4         |
| 4.4          | 4         |
| 4.5          | 6         |
| <b>TOTAL</b> | <b>20</b> |

**SECTION C****QUESTION 5 BUSINESS VENTURE (BUSINESS PLAN)****5.1 Introduction**

- Conducting a thorough research on a planned business before it starts operating, highlights the importance of a business plan.
- Business owners need to get assistance from professionals so that they craft a clear and simpler executive summary✓
- Managers of businesses must be knowledgeable about their products/services and their physical environment to remain more attractive to their target market.✓
- Marketing managers must be trained on skills to develop viable marketing plan. ✓
- Any other relevant answer related to importance of business plan, purpose of executive summary, technological and environmental factors posing challenge on businesses and importance of marketing plan.

**(2x1) (2)****5.2 Importance of a business plan**

- A business plan helps entrepreneurs to set goals and objectives ✓✓
- It can be used to attract investors and prospective employees ✓✓
- The business plan guides the entrepreneur on the viability of his/her business idea ✓✓
- It also helps the entrepreneur to identify problems that may arise and helps management to take steps to avoid these problems✓✓
- It improves processes and practices of the business operations✓✓
- It evaluates the success of the business✓✓
- It is essential when applying for financial assistance from investors or lenders✓✓
- It gives direction once the business is operating✓✓
- Any other relevant answer related to the importance of the business plan

**(MAX 10)**

### 5.3 Purpose of the executive summary

- To summarize the purpose of the business operations for readers✓ that are busy and can't read the entire document.✓
- The executive summary is a detailed summary✓ of the entire business plan✓
- It provides users with a brief overview✓ before reading the details of the business plan✓
- It's useful when sending to the bankers ✓ or funders of the business ✓
- It's able to promote the business to the relevant stakeholders✓ that can possibly invest in the business.✓
- It is written after the business plan has been completed✓ but appears at the beginning of the business plan✓
- To give a brief idea✓ of the business to the reader✓
- Any other relevant answer related to the purpose of the executive summary

(MAX 14)

### 5.4 Meaning of the marketing mix

#### Product/Service

- It is a description of the product, ✓ appearance, and usage ✓
- It can be a picture, drawing or photograph ✓ of what the product looks like ✓
- The manufacturing process used to produce the products ✓ must be clearly defined. ✓
- The product/services must be different ✓ from competitors' products ✓
- The packaging of the product should protect ✓ and preserve the product. ✓
- Any other relevant answer related to product/service

(Sub Max 6)

#### Physical environment

- Refers to the environment ✓ where goods and services are sold/service rendered. ✓
- It 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 other relevant answer related to physical environmental

(Sub Max 6)

(MAX 12)

### 5.5 Importance of marketing plan

- A marketing plan helps businesses to promote products and services ✓✓
- The target market refers to the people who are likely to buy the product or service offered by the business. ✓✓
- The marketing ensure that market research is conducted to know about the following factors of the target market: age group, gender, personality, income, and education. ✓✓
- They indicate the target market ✓ and their interest in goods and services ✓✓
- Help the business to be able to classify the market ✓✓
- It provides detailed market analysis including the target market. ✓✓
- It includes the analysis competition within the targeted market. ✓✓
- Explains the marketing mix and provides the marketing strategy of the business ✓✓
- Guides businesses on how to advertise their products/services/ effective advertising strategies. ✓✓
- Describes the projected prices of goods and services. ✓✓
- Any other relevant answer relating to importance of marketing plan.

(MAX 10)

### 5.6 Conclusion

- Drafting a viable business plan requires consideration of all components that make up a successful business ✓✓
- Management must ensure that the executive summary is easy to read and understand, to attract investors. ✓✓
- Businesses must have measures in place to ensure that their product/service and its physical environment remain preferable to their customers to ensure loyalty. ✓✓
- Marketing managers must ensure that the marketing plan they prefer is the one that emanate from market research and the type, age and geographic location of customers targeted. ✓✓
- Any other relevant answer related to importance of business plan, purpose of executive summary, technological and environmental factors posing challenge on businesses and importance of marketing plan

(1x2) (2)

[40]

**BREAKDOWN OF MARK ALLOCATION**

| Details                                                                                                                          | Maximum | Total |
|----------------------------------------------------------------------------------------------------------------------------------|---------|-------|
| Introduction                                                                                                                     | 2       | 32    |
| Importance of business plan                                                                                                      | 10      |       |
| Purpose of executive summary                                                                                                     | 14      |       |
| Meaning of the marketing mix <ul style="list-style-type: none"> <li>• Product/service</li> <li>• Physical environment</li> </ul> | 12      |       |
| Importance of marketing plan                                                                                                     | 10      |       |
| Conclusion                                                                                                                       | 2       |       |
| <b>Insight</b>                                                                                                                   |         |       |
| Layout                                                                                                                           | 2       | 8     |
| Analysis/interpretation                                                                                                          | 2       |       |
| Synthesis                                                                                                                        | 2       |       |

**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 (CREATIVE THINKING AND PROBLEM SOLVING)****6.1 Introduction**

- All employees must be well versed with the meaning of creative thinking since it is a source of business development✓
- Employees must be able to differentiate between decision making and problem solving so that they are able to effectively participate in decision making process. ✓
- Managers must clearly define all the challenges they face so that they are in a position to select the most suitable technique between Force-Field analysis and brainstorming to solve such problems. ✓
- Management and workers must invest in creative thinking so that they are able to benefit from such creativity✓
- Any other relevant answer related to the meaning of creative thinking, differences between decision making and problem solving, application of Force-field analysis and brainstorming and benefits of creative thinking in the workplace.

**(2x1) (2)****6.2 Meaning of Creative thinking**

- Apply new ways and unusual way✓ to solve the problem✓
- It's a way of creating ideas✓ through thinking creatively✓
- Creative thinking is the ability to think of original ✓and innovative ideas. ✓

- Creative thinking involves the process of generating innovative ✓ and imaginative ideas. ✓
- It focuses on exploring ideas/generating possibilities ✓ and looking for many answers ✓
- It is also about being able to think of unique ideas or new approaches ✓ to solve problems. ✓
- It is the ability to see something in a new way ✓ in an attempt to solve current problems ✓
- Be able to solve problem ✓ through thinking outside the box ✓
- Any other relevant answer related to meaning of creative thinking

**(MAX 8)****6.3 Differences between decision making and problem solving**

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

**(MAX 12)****NOTE:**

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

**6.4 Application of problem-solving techniques****6.4.1 Force field analysis**

- Describe the current situation/problem ✓ and the desired situation. ✓
- List all the driving forces and restraining forces ✓ that will support and resist change ✓
- Allocate a score to each force using a numerical scale, ✓ where 1 is weak and 5 is strong ✓
- Weigh up the positives and negatives ✓ then decide if the project is viable ✓
- Choose the force with the highest score ✓ as the solution. ✓

- If the project is viable, find ways to increase the forces ✓ for change to be implemented ✓
- Identify priorities and develop an action plan ✓ to address the problem. ✓
- Any other relevant answer related to application of Force Field Analysis ✓

(Sub Max 8)

#### 6.4.2 Brainstorming

- State/Define the business problem clearly ✓, so that all participants/stake-holders understand the problem. ✓
- Members state possible causes ✓ of the business problems. ✓
- Set a time limit ✓ for each brainstorming session. ✓
- Record/Write ideas down ✓, where all participants can see it./Ideas may also be shared online during an E-brainstorming session. ✓
- Use each suggestion ✓, to inspire new thoughts/ideas. ✓
- Do not judge/criticise/discuss the ideas ✓, so that many ideas could be generated as quickly as possible. ✓
- All members of the group ✓ randomly make suggestions ✓.
- The group rates ideas according to its usefulness/success ✓/difficulty/cost to implement. ✓
- The group evaluates all ideas ✓, and combines similar ones/draw up a refined list. ✓
- Discuss a plan of action ✓ on how to implement the best ideas. ✓
- Any other relevant answer relating to brainstorming

(Sub Max 8)

**(MAX 16)**

#### 6.5 Benefits of creative thinking

- Complex problems can be solved ✓✓
- Creativity can lead to new inventions which improves the general standard of living ✓✓
- Better/unique/unconventional ideas/solutions are generated ✓✓
- Creativity is key to staying one step ahead of competitors. ✓✓
- Complex business problems may be solved. ✓✓
- It leads to increased productivity of the entire business. ✓✓
- It leads to more positive attitudes as managers and employees feel that they have contributed towards problem-solving. ✓✓
- It improves motivation amongst staff members. ✓✓
- Creativity may lead to new inventions that will improve the general standard of living. ✓✓

- Management and employees may keep up with fast-changing technology to win current competition ✓✓
- Any relevant answer related to benefits of creative thinking in the workplace.

**(MAX 10)****6.6 Conclusion**

- Every departmental manager in any organisation must define creative thinking to subordinates with an intention to encourage creativity from their subordinates. ✓✓
- Employers must assist employees with differences between decision making and problem solving as it may contribute in quick decisions ✓✓
- Employees must be trained on the application of Force-field analysis and brainstorming so that their participation may be beneficial to the business and its future. ✓✓
- Managers must create an environment that stimulates creative thinking, involving all employees so that they can be willing to give their all for the benefit of the business. ✓✓
- Any other relevant answer related to the meaning of creative thinking, differences between decision making and problem solving, application of Force-field analysis and brainstorming and benefits of creative thinking in the workplace

**(1x2) (2)****[40]****BREAKDOWN OF MARK ALLOCATION**

| Details                                                                                                                                    | Maximum | Total     |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------|
| Introduction                                                                                                                               | 2       | 32        |
| Meaning of creative thinking                                                                                                               | 8       |           |
| Difference between Decision making & Problem Solving                                                                                       | 12      |           |
| Application of problem-solving technique <ul style="list-style-type: none"> <li>• Force-field Analysis</li> <li>• Brainstorming</li> </ul> | 16      |           |
| Benefits of creative thinking                                                                                                              | 10      |           |
| Conclusion                                                                                                                                 | 2       |           |
| <b>Insight</b>                                                                                                                             |         |           |
| Layout                                                                                                                                     | 2       | 8         |
| Analysis/interpretation                                                                                                                    | 2       |           |
| Synthesis                                                                                                                                  | 2       |           |
| Originality/ examples                                                                                                                      | 2       |           |
| <b>TOTAL MARKS</b>                                                                                                                         |         | <b>40</b> |

**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.**