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KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

PROVINCIAL STANDARDISED ASSESSMENT

GRADE 10

BUSINESS STUDIES

SEPTEMBER 2026



MARKS : 100

DURATION : $1\frac{1}{2}$ Hours

This question paper consists of 8 pages.

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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. 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 answer to the first question in SECTION C will be marked.

3. Number the answers correctly according to the numbering system used in this question paper. NO marks will be awarded for answers that are numbered incorrectly.

4. Except where other instructions are given, answers must be written in full sentences.

5. Use the mark allocation and the nature of each question to determine the length and depth of an answer.

6. Use the table below as a guide for marks and time allocation when answering each question. downloaded from Stanmorephysics.com

SECTION		QUESTION	MARKS	TIME (Minutes)
A:	Objective-type questions COMPULSORY	1	20	20
B:	THREE Direct/Indirect-type questions. CHOICE: Answer any TWO.	2	20	40
		3	20	
		4	20	
				30
C:	TWO essay-type questions. CHOICE: Answer any ONE.	5	40	
		6	40	
TOTAL			100	90

7. Begin the answer to EACH question in a NEW page, for example QUESTION 1 new page, QUESTION 2- new page, et cetera.

8. Write neatly and legibly.

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SECTION A: (COMPULSORY)

QUESTION 1

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 number (1.1.1 – 1.1.5) on the ANSWER BOOK, e.g. 1.1.6 A

1.1.1 The importance of … for Durban Supermarket is to understand more about what the customers' need.

A market
B market place
C market research
D market analysis

1.1.2 A/An … is a series of questions aimed at getting information from respondents.

A interview
B questionnaire
C survey
D research

1.1.3 The importance of business reports for Swales Ltd is to ...

A provide important information for management that is timely and factual.
B determine the target audience of the report.
C communication tool that provides an evaluation of a particular issue relating to the business.
D determine how the report should be presented.

1.1.4 A … describes the purpose of the business and explain why its exists.

A vision
B objectives
C goals
D mission statement

1.1.5 An example of a weakness for Ozayo Transport is …

A adequate resources.
B lack of resources.
C well-trained staff.
D strong customer base.

(5 x 2) (10)

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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 Diagrams	A. a plan with detailed guidelines that explain the rules of the research.
1.2.2 Business plan	B. a data structure that organises information into rows and columns.
1.2.3 Research protocol	C. enables business to identify challenges that are posed by internal factors.
1.2.4 Verbal presentation	D. a simplified drawing showing a graphic presentation which allows understanding of data more easily.
1.2.5 PESTLE analysis	E. transfer of information through the use of business reports and posters with the support of visual aids.
	F. a document that summarises the business operations for readers who do not have time to go through the entire plan in details.
	G. enables business to identify challenges that are posed by external factors.
	H. a tool used to collect, measure, and analyse data related to business opportunity.
	I. a presentation delivered through speech or orally.
	J. a document setting out a business's future objectives and strategies for achieving them.

(5 x 2) (10)

TOTAL SECTION A: 20

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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 an NEW page, QUESTION 3 on a NEW page.

QUESTION 2: BUSINESS VENTURES

2.1 Name any FOUR components of a business plan. (4)

2.2 Read the scenario below and answer the questions that follow

EZWENI CONSTRUCTION (EC)
Ezweni Construction is offering building services. EC has a possibility of obtaining a tender from their local municipality to build a community library. However, EC is failing to attract skilled employees due to financial problems. Furthermore, the management of EC has noted an increase in petrol prices which will negatively impact their pricing. downloaded from Stanmorephysics.com

Compile a SWOT analysis for Ezweni Construction by quoting an opportunity and a threat from the scenario above. Use the table below as a GUIDE to answer QUESTION 2.2.

OPPORTUNITY	THREAT

(2)

2.3 Describe the protocol for conducting research. (4)

2.4 Explain any TWO Ps of the marketing mix. (6)

2.5 Recommend factors that must be considered when preparing for a verbal presentation. (4)

[20]

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QUESTION 3: BUSINESS ROLES

3.1 Elaborate on the meaning of creative thinking. (4)

3.2 Explain how businesses can apply the following problem-solving cycle/steps:

3.2.1 Define the problem (2)

3.2.2 Evaluate alternative solutions (2)

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

ZIT MANUFACTURERS (ZM)

Zit Manufacturers is losing customer due to changes in consumer behaviour. The management of ZM has requested their employees to silently generate ideas in order to find solutions to the problem.

3.3.1 Identify the problem solving technique applied by ZM. (2)

3.3.2 Describe how ZM can apply the problem solving technique identified in QUESTION 3.3.1. (4)

3.4 Suggest ways in which creative business opportunities can realistically be implemented. (6)
[20]

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QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 State any TWO different types of legal requirements of a business. (2)

4.2 Explain the importance of a business plan. (4)

4.3 Describe the difference between internal and external market research. (4)

BUSINESS ROLES

4.4 Identify the problem solving cycle/steps applicable to Nokweja (Pty) Ltd in EACH of the following statements:

4.4.1 Break down the problem into smaller parts that are easier to solve separately. downloaded from Stanmorephysics.com

4.4.2 Monitor the progress to ensure that deadlines are met. (2 × 2) (4)

4.5 Advise businesses on how Delphi technique can be applied to solve business problems. (6)

[20]

TOTAL SECTION B: 40

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

QUESTION 5: BUSINESS VENTURES (PRESENTATION OF BUSINESS INFORMATION)

Businesses need to follow correct guidelines when writing an effective business report. Graphs are very important when presenting information to the stakeholders. Visual aids are helpful when presenting business information. Presenters must ensure that they have a clear understanding of the factors that must be considered when designing a presentation.

Write an essay on presentation of business information which includes the following aspects:

- Outline the guidelines of writing an effective business report.
- Explain the importance of graphs.
- Discuss any THREE types of visual aids.
- Recommend factors that must be considered when designing a presentation. **[40]**

QUESTION 6: BUSINESS ROLES (CREATIVE THINKING AND PROBLEM SOLVING)

Businesses should take note of differences between decision making and problem solving when dealing with business issues. They must also consider the advantages of creative thinking in the workplace. The management must ensure that all stakeholders have full understanding of how they can use creative thinking to generate entrepreneurial opportunities. Brainstorming is one of the problem solving techniques that can be applied to solve different business problems.

Write an essay on creative thinking and problem solving which includes the following aspects:

- Outline the differences between decision making and problem solving.
- Explain the advantages of creative thinking in the workplace.
- Describe how businesses can use creative thinking to generate entrepreneurial opportunities. downloaded from Stanmorephysics.com
- Advise businesses on how brainstorming technique can be applied to solve business problems. **[40]**

TOTAL SECTION C: 40
GRAND TOTAL: 100

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FINAL

KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

PROVINCIAL STANDARDISED ASSESSMENT

GRADE 10

BUSINESS STUDIES

MARKING GUIDELINES

SEPTEMBER 2026

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MARKS: 100

These marking guidelines consist of 24 pages.

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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 c orrect but:

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

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

4. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)

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

6. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts as well as for calculation and moderation purposes.

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7. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in the marking guidelines. Only the total for each question should appear in the left-hand margin next to the appropriate question number.

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

9. 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.

10. No additional credit must be given for repetition of facts. Indicate with an 'R'.

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

    11.1 When 'evaluate' is used, candidates are expected to respond in either appositive/negative manner or take a neutral (positive and negative) stance, e.g. Positive: 'COIDA eliminates time and costs spent ✓ on lengthy civil court proceedings.' ✓

    11.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance candidates are also expected to support their responses with more depth, e.g. 'COIDA eliminates time and costs spent✓ on lengthy civil court proceedings✓, because the employer will not be liable for compensation to the employee for injuries sustained during working hours as long as it can be proved that the business was not negligent.'✓

    NOTE: **1. The above could apply to 'analyse' as well.**
    2. Note the placing of the tick (✓) in the allocation of marks.

12. The allocation of marks must be informed by the nature of the question, cognitive verb used, mark allocation in the marking guideline and the context of each question.

    Cognitive verbs, such as:

    12.1 Advise, name, state, outline, motivate, recommend, suggest, *(list not exhaustive)* do not usually require much depth in candidates' responses. Therefore, the mark allocation for each statement/answer appears at the end.

    12.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, compare, tabulate, analyse, 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.

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

14. **SECTION B**

14.1 If for example, FIVE facts are required, mark the candidate's FIRST FIVE responses and ignore the rest of the responses. Indicate by drawing a line across the unmarked portion or use the word 'Cancel'.

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

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

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

14.4 Use of the cognitive verbs and allocation of marks:

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

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

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

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

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

15. SECTION C

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

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

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15.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, a body, and a conclusion?	**2**
Analysis and interpretation	Is the candidate able to break down the question into headings/subheadings/interpret it correctly to show understanding of what is being asked? Marks to be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks): 1 (One 'A')	**2**
Synthesis	Are there relevant decisions/facts/responses made based on the questions? **Option 1: Only relevant facts: 2 marks (No '-S')** Where a candidate answers 50% or more (two to four sub-questions) of the question with only relevant facts; no '-S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis **Option 2: Some relevant facts: 1 mark (One '-S')** Where a candidate answers less than 50% (only one sub-questions) of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum ONE (1) mark for synthesis. **Option 3: Some relevant facts: 1 mark (One '-S')** Where a candidate writes FOUR sub-questions, but one/two/three sub-question with irrelevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. **Option 4: No relevant facts: 0 marks (Two '-S')** Where a candidate answers less than 50% (only one sub-question) of the question with no Relevant facts; two '-S' appear in the left margin Award a ZERO mark for synthesis	
Originality	Is there evidence of one or two examples, not older than two (2) years, that are based on recent information, current trends and developments?	**2**
	TOTAL 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.**

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

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

15.5 Mark all relevant facts until the 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".

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

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

15.7 When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of the same subheadings. Remember, headings and subheadings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See MARK BREAKDOWN at the end of each question.)

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

15.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the marking guideline.

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15.10

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

15.10.2 With effect from November 2015, the TWO marks will not necessarily appear at the end of each completed sentence. The ticks (✓) will be separated and indicated next to each fact, e.g. 'Product development is a growth strategy ✓, where businesses aim to introduce new products into existing markets.'✓
This will be informed by the nature and context of the question, as well as the cognitive verb used.

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

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SECTION A: (COMPULSORY)

QUESTION 1

1.1

1.1.1 C ✓✓

1.1.2 B ✓✓

1.1.3 A ✓✓

1.1.4 D ✓✓

1.1.5 B ✓✓ **(5 × 2) (10)**

1.2

1.2.1 D ✓✓

1.2.2 J ✓✓

1.2.3 A ✓✓

1.2.4 I ✓✓

1.2.5 G ✓✓ **(5 × 2) (10)**

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
TOTAL	20

TOTAL SECTION A: 20

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SECTION B

NOTE: Mark answers to the FIRST TWO questions only.

QUESTION 2: BUSINESS VENTURES

2.1 Components of business plan

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

NOTE: Mark the first FOUR (4) only. **(4 x 1) (4)**

2.2 SWOT analysis

OPPORTUNITY	THREAT
- EC has a possibility of obtaining a tender from their local municipality to build a community library. ✓	- Furthermore, the management of EC has noted an increased in petrol prices which will negatively impact their pricing. ✓

Max. (2)

2.3 Protocol for conduction research.

- The research should be conducted with the willing cooperation✓ of participants ✓
- The research must be approved first ✓ if it is taking place within an organisation. ✓
- Research must comply with ethical standard of the organisation ✓ by obtaining clearance from the authorised bodies or persons ✓
- The person conducting the research should not try to influence ✓ the opinions of the participants ✓
- The research protocol should address the integrity✓ of the research ✓

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- The research should obtain a consent from the respondents ✓ to carry out the research ✓
- The research protocol must cover the ethics✓ of the process. ✓
- Ethics in research has three elements: ✓ it may not disadvantage anyone; it may not be inhumane; it may not exploit anyone. ✓
- Information collected from the research ✓ must be kept confidential. ✓
- Report findings from the research must be accurate ✓ and not misleading.✓

Any other relevant answer related to the protocol of conducting research.

Max. (4)

2.4 Explain any TWO Ps of the marketing mix.

Product/Service✓✓

- It is a description of the product, appearance, and usage that is available to customers. ✓
- It can be a picture, drawing, or photograph of what the product looks like. ✓
- The manufacturing process is used to make the product must be clearly defined. ✓
- The packaging of the product should protect and preserve the product. ✓
- The appearance of the product/services must be different from competitors' products. ✓

Any other relevant answers related to product/service.

Component: (2)
Explanation: (1)
Sub-max. (3)

Price✓✓

- The price of a product refers to the amount of money that must be paid by the consumer to obtain the product/service.✓
- The price need to cover all costs and must appeal to the target market. ✓
- It must be affordable for the consumers✓
- The proposed business must include its pricing policy in its business plan. ✓
- The pricing policy describes detailed pricing plan and strategies✓

Any other relevant answers related to price.

Component: (2)
Explanation: (1)
Sub-max. (3)

Place/Distribution✓✓

- Place refers to the location where goods and services will be sold/the place where consumers can access the goods or services. ✓
- Distributions refers to the transfer of goods from the point of production to consumption. ✓
- The business can sell the product directly to customers itself or can market the product through other businesses. ✓
- Businesses may use the following channels of distribution:

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- Direct selling: manufacturer sell directly to consumers. ✓
- Door to door: selling businesses employ salespeople to sell door to door and they carry stock with them. ✓
- Mail order: large businesses print catalogues that can be used by consumers to order the products they need. Small businesses advertise in the local paper inviting consumers to buy directly from the business. ✓
- Telephonic sales: the business employs people who phone members of the public to try and persuade them to buy their goods. ✓
- Internet/on-line shopping: businesses use systems on the internet to allow customers to order their shopping online and have it delivered to their door. ✓

Any other relevant answers related to place.

Component: (2)
Explanation: (1)
Sub-max. (3)

Promotion✓✓

- A promotion should communicate the benefits of the product to customers ✓
- The proposed business must include details about its promotion policy ✓
- The promotion policy must describe how sales of products will be promoted.✓
- It outlines the methods of advertising such as radio/ magazines/ press/ television/ special offers trial products such as free sample for testing/ gifts/ direct mailing/ online marketing/ social media/ public relations/ brand awareness✓

Any other relevant answers related to promotion.

Component: (2)
Explanation: (1)
Sub-max. (3)

People✓✓

- Refers to employees, management, directors, and shareholders/all people involved in selling the products.✓
- The business plan must include detailed information of people that will be involved in the proposed business.✓
- They can offer the business their knowledge, skills, and attitudes. ✓
- Their knowledge, skills and attitude can have an impact on the proposed business. ✓

Any other relevant answers related to people.

Component: (2)
Explanation: (1)
Sub-max. (3)

Process✓✓

- Refers to processes that are designed and implemented to ensure a pleasant shopping experience. ✓
- Describes how the marketing and sales processes are carried out. ✓
- The process of giving service and the behavior of those delivering the service are important for customer approval of staff, and to keep customers happy. ✓
- Putting systems and processes that will ensure a good customer experience such as ensuring that consumers do not wait long in queues/for goods to be delivered. ✓
- Ensuring that telephonic messages are dealt with, and deliveries are sent to the right person. ✓

Any other relevant answers related to process.

Component: (2)

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Explanation: (1)
Sub-max. (3)

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 areas also help to reassure customers that the business offers the best services and values their customers. ✓

Any other relevant answers related to physical environment.

Component: (2)
Explanation: (1)
Sub-max. (3)
Max. (6)

NOTE: Mark the first TWO (2) only.

2.5 Factors to consider when preparing a verbal presentation

- Clear purpose and main points of the presentation. ✓✓
- Main aims captured in the introduction/opening stamen of the presentation. ✓✓
- Information presented should be relevant and accurate. ✓✓
- Fully conversant with the content of the presentation. ✓✓
- Background of the audience to determine the appropriate visual aids. ✓✓
- Prepare a rough draft of the presentation with an introduction, body, and conclusion. ✓✓
- The conclusion must be summarise the key facts in the conclusion, and showing that all aspects have been addressed. ✓✓
- Create visual aids that will assist in getting the point across effectively. ✓✓
- Visit the venue and ensuring that the equipment provided is working and suitable. ✓✓
- Considering the time frame for the presentation. ✓✓
- Rehearse to ensure a confident presentation. ✓✓
- Prepare for the feedback session by anticipating possible questions. ✓✓

Any other relevant answer related to factors to consider when preparing a verbal presentation.

Max. (4)

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	4
2.2.	2
2.3.	4
2.4.	6
2.5.	4
TOTAL	20

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[20]

QUESTION 3: BUSINESS ROLES

3.1 Meaning of creative thinking

- Creative thinking is the ability to think of original✓ and innovative ideas. ✓
- It focuses on exploring ideas/generating possibilities✓ and looking for many answers. ✓
- Creative thinking involves the process of generating innovative✓ and imaginative ideas. ✓
- It is the ability to see something✓ in a new way. ✓
- It is also about being able to think of unique ideas or new approaches✓ to solve problems. ✓

Any other relevant answer related to meaning of creative thinking.

Max. (4)

3.2 Application of the following problem solving cycle/steps:

3.2.1 Define the problem

- Name the problem✓ by stating exactly what the problem is. ✓
- Find different ways✓ of defining the problem. ✓
- Define the possible causes✓ of the problem. ✓
- The nature of the problem✓ must be precise. ✓
- Gather as much information as possible✓ to establish the cause of the problem. ✓

Any other relevant answer related to define the problem as a problem solving cycle/step.

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Max. (2)

3.2.2 Evaluate alternative solutions

- Use critical evaluation and analytical skills✓ to evaluate each solution. ✓
- Consider the advantages and disadvantages✓ of each alternative solution. ✓

Any other relevant answer related to evaluate the problem as a problem solving cycle/step.

Max. (2)

3.3 Problem solving techniques

3.3.1 Identification of the problem solving technique applicable to ZM

- Nominal group technique. ✓✓ (2)

3.3.2 Application of the nominal group technique

- Encourage group to clearly define the problem/to improve the quality of their products✓ due to various complaints so that all the small groups can work on the same problem. ✓
- The business must divide the employees✓ into smaller groups. ✓

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- Request each employee to silently brainstorm /generate many ideas on his/her own, ✓ on how the quality of the product can be improved and to write it down. ✓
- Each employee in the small group has the opportunity to give one of his/her idea/solution✓ with a short explanation. ✓
- Appoint one employee to write the ideas/solutions✓ on a large sheet of paper/ capture solutions electronically on computer for all to see. ✓
- Allow each employee to give a second solution✓ until all possible solutions have been recorded. ✓
- Encourage employees to ask✓ clarity seeking questions. ✓
- Discourage criticism of ideas/solutions✓ as this may prevent others from giving their solutions. ✓
- The business must eliminate ideas✓ that are duplicated/ similar. ✓
- Each employee must read through all the suggestions✓ and anonymously rate them giving the highest points for the best solution. ✓
- Collect the ratings✓ and calculate total points. ✓
- Small groups must present one solution to the large group✓ that was deemed best according to the scores/votes in their small groups. ✓

Any other relevant answer related to the application of the nominal group technique. **Max. (4)**

3.4 Ways in which creative business opportunities can realistically be implemented.

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

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Any other relevant answer related to the ways in which creative business opportunities can realistically be implemented. **Max. (6)**

BREAKDOWN OF MARKS

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

[20]

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QUESTION 4: MISCELLANOUS

BUSINESS VENTURES

4.1 Types of legal requirements of a business

- Registration with CIPC✓
- Trading licence and permits✓
- Taxation regulations✓
- International trading/exporting & importing requirements/ exchange rates✓
- Registration fees✓
- Registration✓
- Basic Conditions of Employment Act✓
- Labour Relations Act✓
- National Credits Act✓
- Consumer protection Act✓
- Employment Equity Act✓
- Skills Development Act✓
- Compensation for Occupational Diseases Act✓
- Broad based Black Economic Empowerment Act✓
- Environmental Conservation Act✓
- Patents and Copyrights✓

NOTE: Mark the first TWO (2) only. **(2 x 1) (2)**



4.2. Importance of a business plan.

- A business plan helps entrepreneurs to set goals✓ and objectives. ✓
- Can be used to attract investors✓ and prospective employees. ✓
- Improves processes and practices✓ of the business operations. ✓
- Evaluates the success✓ of the business. ✓
- Gives direction✓ once the business is operating. ✓
- It is essential when applying for financial assistance✓ from investors or lenders✓
- Helps entrepreneur to identify threats✓ and opportunities prior the establishment of the business. ✓
- Guides the entrepreneur✓ on the viability of his/her business idea. ✓

Any other relevant answer related to importance of a business plan. **Max. (4)**

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4.3 Differences between Internal and external market research

INTERNAL MARKET RESEARCH	EXTERNAL MARKET RESEARCH
- Internal market research is conducted within the business✓ designated by a person. ✓	- External market research is conducted outside the business✓ by the specialist agency. ✓
- Different resources within the business are used✓ to gather information to make informed decision. ✓	- Various market research instruments such as questionnaires/interviews are used✓ to gather information about target market needs and desires✓
- Involves employees who are familiar with the exciting product✓ and customers' expectation. ✓	- The feedback is obtained✓ from customers, potential customers and suppliers. ✓
- Internal market research focuses on the factors✓ within the business✓ downloaded from Stanmorephysics.com	- External market research focuses on the interaction between the business✓ and the customers or other stakeholders✓
Any other relevant answer related to internal market research.	Any other relevant answer related to external market research.
Sub-max (2)	Sub-max (2)

Max. (4)

NOTE:

1. **Answer does not have to be on the tabular form.**
2. **Award part marks if differences are not clear.**
3. **Award either internal market research or external market research a maximum of TWO (2) marks.**



BUSINESS ROLES

4.4 Identification of the problem solving cycle/steps

4.4.1 Identify the problem. ✓✓ (2)

4.4.2 Monitor the implementation of the solution/action plan. ✓✓ (2)

4.5 Application of Delphi technique

- Businesses must invite a panel of experts to research the complaints from customers. ✓✓
- Experts do not have to be in one place and will be contacted individually. ✓✓
- Design a questionnaire consisting of questions on how to improve the quality of their products and distribute it to the panel members/experts. ✓✓
- Request the panel to individually respond to the questionnaire/suggest improvements to the products and return it to the business. ✓✓
- Summarise the responses from the experts in a feedback report. ✓✓
- Send the feedback report and a second set of questions/questionnaire based on

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the feedback report to the panel members. ✓✓

- Request panel members to provide further input/ideas on how to improve the quality of products 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 improve the quality of the business's products. ✓✓
- The business should choose the best solution/proposal after reaching consensus. ✓✓

Any other relevant answer related to the application of Delphi technique. **Max. (6)**

[20]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	2
4.2	4
4.3	4
4.4.1	2
4.4.2	2
4.5	6
TOTAL	20

TOTAL SECTION B: 40

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SECTION C

NOTE: Mark the first question only.

QUESTION 5: BUSINESS VENTURES (PRESENTATION OF BUSINESS INFORMATION)

5.1 Introduction

- Guidelines of writing an effective business report are vital as they make it clear and easily understandable. ✓
- Graphs are an important part of the presentation as they accommodate different types of presentations. ✓ downloaded from Stanmorephysics.com
- Visual aids enhance the presentation and make it interesting. ✓
- Paying attention to all the factors that must be considered when designing a presentation will ensure that the presentation is flawless. ✓

Any other relevant introduction related to guidelines of writing an effective business report/importance of graphs/types of visual aids/factors that must be considered when designing a presentation. **Any (2 × 1) (2)**

5.2 Guidelines of writing an effective business report

- Determine the scope of the report. ✓✓
- Determine the target audience of the report. ✓✓
- Determine how the report should be presented. ✓✓
- Collect necessary information from the relevant sources. ✓✓
- Prepare an overview of what the audience needs to know and details that should be included in the report. ✓✓
- Write concisely and only include important information.✓ ✓
- Use regular/basic language/simple grammar and clear short sentences. ✓✓
- Use accurate/meaningful visual aid such as table, graphs, drawings etc.✓✓
- Spend time revising the report and corrections for any spelling/grammatical errors.✓✓
- Get someone to look at the report and make suggestions for improvement. ✓✓

Any other relevant answer related to guidelines of writing an effective business report.

Max. (12)

5.3 Importance of graphs

- Diagrammatic data presentation allows understanding✓ of data more easily.✓
- It helps to illustrate points to the reader/audience✓ more easily and effectively.✓
- It also help maintain the audience interest✓ during the presentation.✓
- It engages the audience with the presentation✓, making them remember it afterwards.✓

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- Diagrams are interesting, relevant✓, and support the presentation.✓
- Visual aids will effectively help✓ to convey the message.✓
- It helps to clarify the message✓ and provides a point of reference for the mind. ✓

Any other relevant answer related to the importance of graphs. **Max. (12)**

5.4 Types of visual aids

5.4.1 PowerPoint/Data projector/Slides ✓✓

- A data projector allows a larger audience to see✓ the detailed information of a presentation. ✓
- It projects images✓ from a computer to a screen. ✓
- Shows summaries✓/graphs/relationships/diagrams/process steps etc. ✓
- Can be used to capture the attention of the audience✓ through showing images and videos. ✓
- Slides summarise of the presentation✓ and provide information to increase understanding. ✓

Any other relevant answers related to PowerPoint/Data projector/Slides

Type of visual aid: (2)
Explanation: (2)
Sub-max. (4)

5.4.2 Handouts/Flyers/Brochures ✓✓

- Use for small group✓ or a large group. ✓
- Used to give summary of the presentation✓ and provides follow-up activities. ✓
- Contains summary✓ of the most important points. ✓
- They are given to the audience✓ when they leave after the presentation. ✓
- Provides details that cannot be included in the presentation✓ such as financial statements. ✓
- They provide structure✓ and focus for the presentation. ✓

Any other relevant answers related to handouts/flyers/brochures.

Type of visual aid: (2)
Explanation: (2)
Sub-max. (4)

5.4.3 Flip Charts ✓✓

- A flip chart is a board with a paper attached at the top✓ and can be flipped over to present Information sequential. ✓
- Used to summarise✓ discussions✓
- Record ideas ✓and feedback given by group. ✓

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- It does not need electricity✓ and therefore cheaper visual aid✓
- Management may show organisational structure✓ in the form of an organisational chart. ✓

Any other relevant answers related to flip charts.

Type of visual aid: (2)
Explanation: (2)
Sub-max. (4)

5.4.4 Interactive whiteboard ✓✓

- Interactive whiteboard can be useful✓ for a small or a large group. ✓
- It can be linked to other whiteboards in other venues✓ helping the business to save traveling costs. ✓
- Its uses special coded pens ✓to write information and feedback. ✓
- Can be used in a brainstorming session✓ to capture the feedback and ideas. ✓

Any other relevant answers related to interactive whiteboard.

Type of visual aid: (2)
Explanation: (2)
Sub-max. (4)

5.4.5 Poster/signs/banners/portable advertising stand/flag ✓✓

- Are used to communicate✓ with potential customers. ✓
- Can be used as a marketing strategy✓ to promote goods and services. ✓
- Provides a summary of information✓ and discussions for stakeholders. ✓
- It can be decorated to attract attention✓ of potential customers/viewers. ✓

Any other relevant answers related to posters/signs/banners/portable advertising stands/flags.

Type of visual aid: (2)
Explanation: (2)
Sub-max. (4)

NOTE: Mark the first THREE (3) only. **Max. (12)**

5.5 Factors that must be considered when designing a presentation.

- Using legible font and font size. ✓✓
- Start with text and headings. ✓✓
- 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. ✓✓

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- 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 preparing a presentation. **Max. (10)**

5.6 Conclusion

- Businesses must ensure that all reports adhere to the guidelines of writing an effective business report so that it become meaningful to stakeholders. ✓✓
- It is pivotal for businesses to use graphs to illustrate clear patterns for financial reports. ✓✓
- It is advisable for presenters to use visual aids as they arouse interest of the audience.✓✓
- Management should ensure that they are conversant with the factors of designing a presentation in order to achieve the desired objectives of the presentation. ✓✓

Any other relevant conclusion related to guidelines of writing an effective business report/importance of graphs/types of visual aids/factors that must be considered when designing a presentation. **Any (1 × 2) (2)**

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Guidelines of writing an effective business report	12	
Importance of graphs	12	
Types of visual aids	12	
Factors that must be considered when designing a presentation	10	
Conclusion	2	
Insight		
Layout	2	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.

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Allocate 0 marks where requirements are not met at all.

QUESTION 6: BUSINESS ROLES (CREATIVE THINKING AND PROBLEM SOLVING)

6.1 Introduction

- Businesses should be able to clarify the differences between decision-making and problem solving. ✓
- Creative thinking is beneficial to businesses as it is a skill that can lead to innovative solutions/ideas. ✓
- Businesses are required to apply creative and critical thinking skills to generate entrepreneurial opportunities. ✓
- The application of brainstorming technique can be instrumental in finding solutions to business problems. ✓

Any other relevant introduction related to the difference between decision making and problem solving / advantages of creative thinking / how businesses can use creative thinking to generate entrepreneurial opportunities / application of brainstorming technique.

Any (2 x 1) (2)

6.2 Differences between decision making and problem solving.

DECISION MAKING	PROBLEM SOLVING
- 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 related to problem solving.
Sub-max. (4)	Sub-max. (4)

NOTE:
1. **The answers do have to be in a tabular format.**
2. **The differences do not have to link but must be clear.**
3. **Award maximum of four (4) marks if differences are not clear/ Mark either decision making or problem solving.** **Max. (8)**

6.3 Advantages of creative thinking in the work place

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- Better/Unique/Unconventional ideas/solutions✓ are generated. ✓
- Complex business problems✓ may be solved. ✓
- Improves motivation✓ amongst staff members. ✓
- Management/employees may keep up with fast changing technology✓ which may lead to an increased in market share. ✓
- Creativity may lead to new inventions✓ which improves the general standard of living. ✓
- May give the business a competitive advantage✓ if unusual/unique solutions/ ideas/strategies are implemented. ✓
- Productivity increases as management/employees may quickly generate multiple ideas✓ which utilises time and 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 and creatively. ✓
- Managers/Employees can develop a completely new outlook, ✓ which may be applied to any task(s) they may do. ✓
- Leads to more positive attitudes as managers/employees✓ feel that they have contributed towards problem solving. ✓
- Managers/Employees have a feeling of great accomplishment, ✓ and they will not resist/obstruct the process once they solved a problem/contributed towards the success of the business. ✓
- Stimulates initiative from employees/managers, ✓ as they are continuously pushed out of their comfort zone. ✓
- Businesses can continuously improve on product development✓ by exploring new ways to enhance growth. ✓

Any other relevant answer related to the advantages of creative thinking in the workplace. **Max. (14)**

6.4 How businesses can use creative thinking to generate entrepreneurial opportunities

- Design environments✓ that stimulate creative thinking. ✓
- Encourage staff to come up with new ideas✓ and solutions. ✓
- Respond enthusiastically to all ideas✓ and never let anyone feel less important. ✓
- Make time for brainstorming sessions to generate new ideas✓, for example, holding regular workshops. ✓
- Place suggestion boxes around the workplace✓ and keep communication channels open for new ideas. ✓
- Train staff in innovative techniques, ✓ creative problem-solving skills, mind mapping and lateral thinking. ✓
- Emphasise the importance of creative thinking✓ to ensure that all staff know that management wants to hear their ideas. ✓
- Encourage job swops within the organisation✓ and study how other businesses are doing things. ✓
- Regard indigenous knowledge as a valuable resource✓ when solving problems

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or identifying opportunities. ✓

Any other relevant answer related to the ways in which businesses can use creative thinking to generate entrepreneurial opportunities in the workplace.

Max. (12)

6.5 Application of brainstorming technique

- State/Define the business problem clearly, so that all participants/stakeholders 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 related to the application of brainstorming technique.

Max. (12)

6.6 Conclusion

- The organisations that understand the differences between decision-making and problem solving are able to find quick solutions to problems. ✓✓
- Businesses that use creative thinking to their advantage are able to keep their organisation operating for a long time. ✓✓
- Businesses should be able to assess creative solutions for business problems in order to identify entrepreneurial opportunities. ✓✓
- Managers must be able to clearly define all the challenges they face so that it is easy to use brainstorming technique optimally to solve business problems. ✓✓

Any other relevant conclusion related to the difference between decision-making and problem solving / advantages of creative thinking / how businesses can use creative thinking to generate entrepreneurial opportunities / application of brainstorming technique.

Any (1 x 2) (2)

[40]

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BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	Max. 32
Difference between Decision making and Problem solving	8	
Advantages of creative thinking in the workplace	14	
How businesses can use creative thinking to generate entrepreneurial opportunities	12	
Application of brainstorming technique	12	
Conclusion	2	
Insight		
Layout	2	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.



TOTAL SECTION C: 40

GRAND TOTAL: 100

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