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KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

PROVINCIAL STANDARDISED ASSESSMENT

GRADE 11

BUSINESS STUDIES

SEPTEMBER 2026



MARKS : **100**

TIME : **1½ 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 question paper consists of THREE sections

   SECTION A: COMPULSORY
   SECTION B: Consists of THREE questions
   Answer any TWO of the THREE questions in this section.
   SECTION C: Consists of TWO questions
   Answer ONE of the TWO questions in this section.

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

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

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

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

6. Use the table below as a guide for mark and time allocation when answering each question.

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

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

8. You may use a non-programmable calculator.

9. Write neatly and legibly.

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SECTION A (COMPULSORY)

QUESTION 1

1.1 Various options are provided as possible answers to the following questions. Write down the question number (1.1.1–1.1.5) and the correct letter next to it ONLY. Example: 1.1.6 A

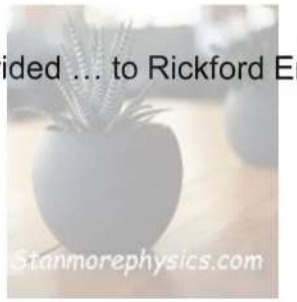
1.1.1 A/An … is a detailed plan that outlines what needs to be done in order to reach business goals. downloaded from Stanmorephysics.com

A action plan
B business plan
C project planning
D gantt chart

1.1.2 A/An … is someone who converts a business idea into a business venture.

A manager
B partner
C shareholder
D entrepreneur

1.1.3 Jabulo a wealthy entrepreneur provided … to Rickford Entreprise for a share in the business.



A venture capital
B equity capital
C angel funding
D debt equity

1.1.4 Priscilla used … in her presentation to show facts and figures arranged in columns and rows.

A tables
B diagrams
C graphs
D handouts

1.1.5 Workplace forums can be formed when there are more than … employees.

A 10
B 70
C 100
D 50

(5x2) (10)

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

bar graph; transparencies ; consensus ; bank overdraft; line graph; customer base; work-breakdown structure; bank loans; timelines; objectives

1.2.1 Storm Manufacturers used a … and divided the business plan into smaller project stages and showed exactly what must be done.

1.2.2 Teno Traders have a loyal … who always buy their goods.

1.2.3 Businesses with a current check account can organise a … with the bank.

1.2.4 Michelle used a … in her presentation, showing how two or more sets of data are related.

1.2.5 A method where all group members strive to reach an agreement is known as …

(5x2) (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, for example QUESTION 2 on a NEW page, QUESTION 3 on a NEW page, et cetera.

QUESTION 2: BUSINESS VENTURES

2.1 State any FOUR entrepreneurial qualities. (4)

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

SENSATIONAL ENTERTAINMENT(SE)

Sensational Entertainment is a well-known marketing company.
SE takes on many projects for different businesses. The project manager usually defines what the purpose of the project is and states the last activity to be done. SE divides the project into levels, with each level supplying more detail.SE also ensures that they communicate and review project progress with all members.

2.2.1 Quote TWO project planning steps used by SE from the scenario above. downloaded from Stanmorephysics.com (2)

2.2.2 Explain other project planning steps that SE can use. (4)

2.3 Discuss the reasons why businesses need funding. (6)

2.4 Advise presenters on how to handle feedback in a non-aggressive and professional manner. (4)

[20]

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QUESTION 3: BUSINESS ROLES

3.1 Elaborate on the meaning of conflict. (4)

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

VERTEX CONSULTING (VC)

Vertex Consulting offers various consulting services such as business transformation, finance and technology consulting. Some members feel their ideas are not being considered, leading to tension and arguments.

3.2.1 Identify the stage of team development that is applicable to Vertex Consultants. (2)

3.2.2 Discuss the meaning of the stage of team development identified in QUESTION 3.2.1 (4)

3.3 Explain performing as the stage of team development. (6)

3.4 Advise business on the differences between Trade Unions and Workplace Forums. (4)
[20]



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QUESTION 4: BUSINESS VENTURES

4.1 State any FOUR factors that must be considered before start up. (4)

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

Bonelo Construction(BC)

Bonelo Construction has been in operation for the past 20 years. BC uses an action plan to organise activities and achieve the goals of the business. This has also enabled projects to be achieved within specified timeframes. BC's action plan also assist employees to focus on their activities. BC is able to gain insight in the market and competition. downloaded from Stanmorephysics.com

4.2.1 Quote TWO importance of an action plan from the scenario above. (2)

4.2.2 Explain other importance of an action plan. (4)

4.3 Discuss the reasons why business presentations must be in written format. (6)

4.4 Suggest to entrepreneurs the purpose of a business plan. (4)

[20]

TOTAL SECTION B: [40]

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SECTION C

Answer ONE question in this section.

NOTE: Clearly indicate the QUESTION NUMBER of the chosen question.
The answer to EACH question must start on a NEW page, for example QUESTION 5 on a NEW page, QUESTION 6 on a NEW page, etcetera.

QUESTION 5: BUSINESS VENTURES [PRESENTATION OF BUSINESS INFORMATION]

Presenters must prepare adequately before a presentation. Using different types of written reports assist the audience in understanding the presentation. Presenters must know how to prepare visual aids so that it is used effectively. Businesses must consider the various factors when composing a flyer.

Write an essay on presentation of business information in which you take the following into account:

- Outline factors that the presenter must consider when preparing a presentation.
- Explain any THREE types of written reports. downloaded from Stanmorephysics.com
- Discuss how a presenter must prepare the following visual aids:
  - Posters
  - Handouts
- Advise businesses on the factors that must be considered when composing a flyer.

[40]

QUESTION 6: BUSINESS ROLES [TEAM STAGES, DYNAMICS THEORIES AND CONFLICT MANAGEMENT]

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The workplace environment is dynamic and consists of people with different personalities which may lead to conflicts. Businesses must promote teamwork in the workplace. The development of a team progresses through a series of stages that businesses must analyse in detail. Workplace forums play a major role in enhancing business growth.

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

- Outline the causes of conflict in the business.
- Explain the importance of teamwork.
- Discuss the following stages of team development:
  - Forming
  - Norming
  - Adjourning
- Advise businesses on the functions of workplace forums.

[40]

TOTAL SECTION C: [40]

TOTAL MARKS: [100]

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FINAL

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PROVINCIAL STANDARDISED ASSESSMENT

GRADE 11

BUSINESS STUDIES

SEPTEMBER 2026

MARKING GUIDELINES

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MARKS : **100**

TIME : **1½ Hours**

These marking guidelines consist of 2 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:



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

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

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

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

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

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.

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 a 'R'.

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

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

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, justify, analyse, evaluate, critically evaluate (*list not exhaustive*) require a greater depth of understanding, application and reasoning. Therefore, the marks must be allocated more objectively to ensure that assessing is conducted according to established norms so that uniformity, consistency and fairness are achieved.

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

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14SECTION 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**
	TTAL FOR INSIGHT: **TOTAL MARKS FOR FACTS:** **TOTAL MARKS FOR ESSAY (8 + 32):**	**8** **32** **40**

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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.**

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.

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

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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

QUESTION 1

1.1

1.1.1 A✓✓

1.1.2 D✓✓

1.1.3 C✓✓

1.1.4 A✓✓

1.1.5 C✓✓

(5 x 2) (10)

1.2

1.2.1 work-breakdown structure ✓✓

1.2.2 customer base ✓✓

1.2.3 bank overdraft ✓✓

1.2.4 bar graph✓✓

1.2.5 consensus✓✓

(5 x 2) (10)

TOTAL SECTION A: [20]

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BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
TOTAL	20

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SECTION B

Mark ONLY the FIRST TWO questions answered in this Section.

QUESTION 2: BUSINESS VENTURES

2.1 Entrepreneurial Qualities

- Desire for responsibility✓
- Taking calculated risks✓
- Good management and leadership skills✓
- High levels of energy✓
- Dreams with a clear vision✓
- Confidence in one's ability to succeed✓
- Flexibility✓
- Willpower to overcome obstacles✓
- Recognising opportunities✓
- Showing perseverance✓
- Organisational skills✓
- Passion✓
- A high degree of commitment✓
- Product and customer focus✓
- Being creative✓ **MAX (4x1) (4)**

Note: Mark the first FOUR only

2.2.1 Quotation of project planning steps from scenario

- The project manager usually defines what the purpose of the project is and states the last activity to be done. ✓
- SE also ensures that they communicate and review project progress with all member✓

Max (2)

Note: 1. Mark the first TWO only.
2. Only award marks for responses that are quoted from the scenario.

2.2.2 Other Project Planning Steps

- Identify✓ project supporters.✓
- Break the project down✓ into activities. ✓
- Set time frames✓ and determine how much time you will need to allocate to each activity. ✓
- Set milestones/targets✓, for example, determine what the main completion point is. ✓
- Determine accountabilities✓ and the person responsible for the decision/s made. ✓
- Calculate the financial, human, and technical resources✓ that need to be allocated. ✓
- Plot the activity schedule✓ into a Gantt chart. ✓
- Execute✓ the project plan. ✓
- Monitor✓ progress. ✓
- Keep records✓ of all activities. ✓

Any other relevant answer related to project planning steps. **Max (4)**

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

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2.3 Reasons why businesses need funding

- Cover the start-up cost✓ of buying premises/machinery/raw material, etc. ✓
- Run the business and have enough money✓ to pay employees/suppliers of raw material, etc. ✓
- Pay for cost of input✓ such as wages, telephone and other expenseses. ✓
- Expand the business as the orders/sales increase✓ and bigger premises need to be established. ✓

Any other relevant answer related to reasons why businesses need funding.

Max (6)

2.4 How to handle feedback in a non-aggressive and professional manner

- Listen to each question carefully and ensure that you interpret the question correctly✓✓
- Restate the question for your understanding if you are uncertain about the question.✓✓
- Respond only to questions when you are certain about the question that was asked✓✓
- When answering a question, it is important to address the question and not the person asking the question. ✓✓
- Be prepared to acknowledge good questions by emphasising the value of the question to the presentation. ✓✓
- Don't attempt to answer questions that you do not know the answer to and acknowledge this to your audience. ✓✓
- Don't be afraid to admit mistakes made during the presentation if such mistakes are mentioned by your audience. ✓✓
- Remain polite/courteous/professional when responding to questions. ✓✓
- Refrain from becoming involved in a debate/argument with the person/s posing the questions. ✓✓
- The presenter should stand throughout the feedback session.
- Provide feedback as soon as possible after the question was asked or after the session. ✓✓
- Be direct/honest/sincere when responding to questions. ✓✓
- Keep answers short and to the point. ✓✓
- Apologise/acknowledge his errors/mistakes if pointed out by the audience. ✓✓
- Encourage questions from the audience/investors. ✓✓

Any other relevant answer related to how to handle feedback in a non-aggressive and professional manner.

Max (4)

[20]

BREAKDOWN OF MARKS

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

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QUESTION 3: BUSINESS ROLES

3.1 Meaning of conflict

- Conflict is a struggle, disagreement or argument✓ between people. ✓
- It can vary from a mild difference in opinion to a full-scale win or lose, ✓ emotionally charged confrontational disagreement. ✓
- Conflict in the workplace often results in behaviors✓ such as gossip, avoidance, verbal abuse and hostility. ✓
- Conflict distracts employees from their work✓ and needs to be resolved. ✓
- Conflict can be viewed as a negative situation, ✓ however, if the conflict is managed correctly it can lead to better team performance. ✓

Any other relevant answer related to meaning of conflict.

Max (4)

3.2 Stages of team development

3.2.1 Identification of the stage of team development from the scenario

- Storming ✓✓ **Max (2)**

3.2.2 Storming

- The storming phase is often characterized✓ by conflict. ✓
- Team members actively engage✓ in the tasks at hand. ✓
- Team members open up to each other✓ and confront each other's ideas. ✓
- There may be power struggles✓ for the position of team leader. ✓
- Teams go through a period of unease/conflict after formation. ✓
- Different ideas from team members✓ will compete for consideration. ✓
- Team members open up to each other✓ and confront each other's ideas/ perspectives. ✓
- Tension/struggle/arguments occur and upset the team members✓/there may be power struggles for the position of team leader. ✓
- In some instances, storming can be resolved quickly✓, in others, the team never leaves this stage. ✓
- Many teams fail during this stage✓ as they are not focused on their task. ✓
- This phase can become destructive for the team/will negatively impact team performance✓ if allowed to get out of control. ✓
- This stage is necessary/ important✓ for the growth of the team. ✓
- Some team members tolerate✓ each other to survive this stage. ✓

Any other relevant answer related to storming as a stage of team development.

Max (4)

3.3 Performing

- Team members are aware of the strategies✓ and aims of the team. ✓
- They have direction without interference✓ from the leader. ✓
- Leaders delegate✓ and oversee the processes and procedures. ✓
- All members can handle the decision-making process✓ without supervision. ✓
- Team members are aware of the strategies✓ and aims of the team. ✓
- They have direction without interference✓ from the leader. ✓

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- Processes and structures✓ are set. ✓
- Leaders delegate and oversee✓ the processes and procedures. ✓
- All members are now competent, autonomous✓ and able to handle the decision-making process without supervision. ✓
- Differences among members are appreciated✓ and used to enhance the team's performance. ✓downloaded from Stanmorephysics.com

Any other relevant answer related to performing as a stage of team development.

Max (6)

3.4 Differences between trade unions and workplace forums

TRADE UNIONS	WORKPLACE FORUMS
- Negotiates salaries and wages. ✓✓	- Does not deal with remuneration✓✓
- Can organize a strike under certain circumstances. ✓✓	- Workplace forums cannot organize strikes under any circumstances✓✓
- Is a legal entity that can sue or be sued in its name. ✓✓	- Can only be established if the workplace as more than 100 employees. ✓✓
- Workers have to be registered members of a trade union. ✓✓	- Non-union members can belong to a workplace forum. ✓✓
Any other relevant answer related to trade unions.	Any other relevant answer related to workplace forums
Sub max (2)	**Sub max (2)**

Max (4)

Note: 1. Answers do not have to be in tabular format.

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

3. Award a maximum of 2 marks if the differences are not clear.

Mark either trade unions or workplace forums only.

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[20]

BREAKDOWN OF MARK ALLOCATION

3.1	**4**
3.2.1	**2**
3.2.2	**4**
3.3	**6**
3.4	**4**
TOTAL	**20**

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QUESTION 4: BUSINESS VENTURES

4.1 Factors that must be considered before start up

- the culture of the organisation✓
- environmental changes✓
- customer services✓
- business growth✓
- cost-savings✓ **Max (4)**

Note: Mark the first FOUR only.

4.2 Importance of an action plan

4.2.1 Quotation of importance of an action plan

- This has also enabled projects to be achieved within specified timeframes. ✓
- BC's action plan also assist employees to focus on their activities. ✓ **Max (2)**

Note: 1. Mark the first TWO only.
2. Only award marks for responses quoted from the scenario.

4.2.2 Other importance of an action plan

- Business are able to prioritise activities✓by their importance. ✓
- An action plan can help the person responsible✓ to be more organised. ✓
- An action plan can be used as a control measure✓ against which standards and performance can be measured. ✓
- Effective action plans break long term goals into small manageable steps✓, so that businesses continually act toward their goals. ✓
- The action plan ensures that the decision making✓ is in line with achieving the business goals. ✓
- It helps businesses✓ to have focused programmes. ✓
- Businesses need an action plan to implement the business plan✓, ensure how activities will be organised to achieve its goals. ✓

Any other relevant answer related to importance of an action plan. **Max (4)**

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

4.3 Reasons why business presentations must be in written format

- Written business presentations provide the organisation with an opportunity to promote✓ the corporate image of the organisation. ✓
- The content of a written business presentation is adaptable✓ and could easily be amended. ✓ downloaded from Stanmorephysics.com
- New/recent information could easily be added✓ to the presentation. ✓
- Written presentations make it easier for the presenter to interact✓ with the audience/stakeholders. ✓
- Stakeholders/audience can also interact with the business presentation✓ after the presentation. ✓

Any other relevant answer related to reasons why business presentations must be in written format. **Max (6)**

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4.4 Purpose of a business plan

- Gain insight in the market and competition. ✓✓
- Obtain funding from investors. ✓✓
- Set realistic goals and objectives Identify the right talent for moving the business vision forward. ✓✓
- Make correct decisions and manage the business. ✓✓
- Communicate the business plan to various stakeholders. ✓✓
- Any other relevant answer related to purpose of a business plan.

Max (4)
[20]

BREAKDOWN OF MARK ALLOCATION

4.1	**4**
4.2.1	**2**
4.2.2	**4**
4.3	**6**
4.4	**4**
TOTAL	**20**



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SECTION C

QUESTION 5: BUSINESS VENTURES

5.1 Introduction

- Presenters should understand the content that they are presenting and prepare innovative ways to enhance their presentations. ✓
- Written reports provide factual documentation and allow businesses to make informed decisions. ✓
- Visual aids like posters and handouts simplify complex information and make a presentation easier to understand. ✓
- Businesses should consider the key factors when composing a flyer, as it can be used as an effective marketing tool that drives action. ✓

  Any other relevant introduction related to factors that the presenter must consider when preparing a presentation/types of written reports/preparing visual aids such as posters and handouts/factors that should be considered when composing a flyer.

Any (2x1)(2)

5.2 Factors that the presenter must consider when preparing a presentation

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

  Any other relevant answer related to factors that the presenter must consider when preparing a presentation.

Max (8)

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5.3 Types of written reports

5.3.1 Business reports✓✓

- A formal written report issued to business stakeholders✓ consisting of a detailed overview of the status of the organisation. ✓
- Business reports are intended to give stakeholders information✓ about the company's activities and financial reports. ✓

Any other relevant answer related to business reports as a type of written reports.

Type of written report (2)
Explanation (2)
Sub max (4)

5.3.2 Business plans✓✓

- A business plan is a formal written document containing the goals of a business, the methods for attaining those goals✓, and the timeframe for the achievement of the goals. ✓
- Business plans may be internally or externally✓ focused. ✓
- Externally-focused plans draft goals✓ that are important to outside stakeholders. ✓
- Internally-focused business plans target intermediate goals✓ required to reach the external goals. ✓

Any other relevant answer related to business plans as a type of written reports.

Type of written report (2)
Explanation (2)
Sub max (4)

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5.3.3 Informational reports✓✓

- Informational reports provide stakeholders with data/ information relating to certain events✓, and does not include any additional inputs. ✓
- The focus of the report is to provide stakeholders with feedback✓ on certain activities/matters. ✓

Any other relevant answer related to informational reports as a type of written reports.

Type of written report (2)
Explanation (2)
Sub max (4)

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5.3.4 Research reports✓✓

- Research reports are documents that outline the processes, data, and findings✓of a systematic investigation. ✓
- It serves as a first-hand account of the research process✓ and is considered an objective and accurate source of information. ✓

Any other relevant answer related to research reports as a type of written reports.

Type of written report (2)
Explanation (2)
Sub max (4)

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5.3.5 Analytical reports✓✓

- Analytical reports help management to evaluate business decisions✓ based on data/information collected. ✓
- The reports also provide management with recommendations✓ based on the data/information. ✓

Any other relevant answer related to analytical reports as a type of written reports.

Type of written report (2)
Explanation (2)
Sub max (4)
Max (12)

Note: Mark the first THREE only.

5.4 Preparation of visual aids

5.4.1 Posters

- Use the title on the poster✓ to draw the attention of the reader. ✓
- The poster must be designed✓ to be attractive and eye-catching. ✓
- People must find the poster easy✓ and quick to read. ✓
- Keep the poster simple✓ and free of unnecessary information. ✓
- Include a few words✓ on the poster. ✓
- Use a font✓ that is big and bold. ✓
- Include graphics that are large✓ and visible from a distance. ✓
- Use contrasting colours✓ on the poster.✓

Any other relevant answer related to posters. **Sub max (8)**

5.4.2 Handouts

- The handouts must complement the presentation✓ using summarised notes. ✓
- Prepare a cover page✓ with the title and details of the presenter. ✓
- Include an index page✓ with different levels of information. ✓
- The handout must include information✓ like definitions/tables/illustrations. ✓
- Limit the content of the handout✓ to 2 – 4 pages. ✓
- Acknowledges sources that were accessed✓ to compile the handout. ✓
- Ensure that sufficient copies of the handouts✓ are printed for distribution.✓

Any other relevant answer related to handouts. **Sub max (8)**
Max (16)

5.5 Factors that must be considered when composing a flyer

- Decide on the main theme of the flyer. ✓✓
- Make the central theme eye-catching/appealing to the reader. ✓✓
- The flyer should consist of both graphics and words. ✓✓
- Limit the number of words on the flyer. ✓✓
- Use colour and large fonts for the most important information. ✓✓
- Ensure that the layout of the flyer is attractive and appealing. ✓✓
- Provide information about products/services. ✓✓
- Insert contact details of the business. ✓✓
- Proofread the flyer before printing it. ✓✓

Any other relevant answer related to factors that must be considered when composing a flyer. **Max (10)**

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5.6 Conclusion

- Presenters who prepare thoroughly before a presentation will be able to align the message with audience needs and ensure a smooth, impactful delivery. ✓✓
- Businesses that make use of different types of written reports can identify specific problems, track performance and growth opportunities. ✓✓
- Businesses that use posters and handouts in presentations improve communication by increasing audience engagement.✓✓
- A well composed flyer serves as a high visibility tool that builds brand credibility and increases local market penetration. ✓✓

  Any other relevant conclusion related to factors that the presenter must consider when preparing a presentation/types of written reports/preparing visual aids such as posters and handouts/factors that should be considered when composing a flyer.

Any (1x2) (2)
[40]

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	**Max 32**
Factors that the presenter must consider when preparing a presentation	8	
Types of written reports	12	
Preparation of visual aids	16	
Factors that must be considered when composing a flyer	10	
Conclusion	2	
INSIGHT		**8**
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		**40**

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

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QUESTION 6: BUSINESS ROLES

6.1 Introduction

- Businesses must take note of various internal and external factors which may cause conflicts in the workplace. ✓
- Effective teamwork promotes cooperation, improves productivity and allows members to share ideas and responsibilities. ✓
- Teams do not become effective immediately but develop gradually through different stages. ✓
- The Labour Relations Act introduced workplace forums as a structure to promote employee participation in decision - making in the workplace. ✓

  Any other relevant introduction related to the causes of conflict/importance of teamwork/ stages of team development/functions of workplace forums.

Any (2x1) (2)

6.2 Causes of conflict in the workplace

- Lack of proper communication between leaders and members. ✓✓
- Differences in backgrounds, cultures, values, beliefs, and language. ✓✓
- Limited business resources. ✓✓
- Different goals, objectives for groups and individuals. ✓✓
- Unfair workload among the employees. ✓✓
- Personality differences between groups and individuals. ✓✓
- Different opinions and priorities between the employees. ✓✓
- Unmanaged stress can cause unhappiness and lead to more stress. ✓✓
- Poor organization, leadership, and administrative procedures and systems. ✓✓
- Confusion about scheduling and deadlines. ✓✓
- Ignoring rules and procedures. ✓✓
- Misconduct and unacceptable behavior. ✓✓
- Competitiveness and unrealistic expectations✓✓
- High/Intense Competition/Competitiveness ✓✓
- Lack of clarity in roles and responsibilities. ✓✓
- Constant changes in the workplace. ✓✓
- Unfair treatment of workers or favoritism by management. ✓✓
- Lack of trust among workers. ✓✓
- Different attitudes, values, or beliefs. ✓✓
- Disagreements about needs, goals, priorities, and interests. ✓✓
- Inconsistency in leadership decisions. ✓✓
- Lack of information needed to do jobs properly. ✓✓
- Stereotyping and prejudging. ✓✓
- Lack of teamwork between the employees. ✓✓
- Unrealistic expectations✓✓
- Poor communication ✓✓
- Unclear responsibilities✓✓
- Distracted by personal objectives✓✓
- Misconduct/unacceptable behaviour✓✓

  Any other relevant answer to the causes of conflict

Max (8)

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6.3 Importance of team work

- Teams have a common goal/purpose✓ that unites team members. ✓
- Teamwork leads to synergy, commitment, high productivity, employee empowerment, job satisfaction, ✓and organizational effectiveness. ✓
- Effective teamwork can provide a basis for consistency✓ in performing at a high level.✓
- Teamwork is a sense of unity✓ that enable team members to share common interests and responsibilities. ✓
- It reduces stress and enables them to work together✓ toward achieving a common goal. ✓
- It increases productivity, ✓ job satisfaction and organizational effectiveness. ✓

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

6.4 Stages of team development

6.4.1 Forming

- The first stage is when team members✓ get to know each other. ✓
- Team members are aware✓ of themselves. ✓
- Team members show good behaviour✓ as they are new to the group. ✓
- Team members plan their work✓ and new roles. ✓
- Individuals gather information and impressions about each other✓, the scope of the task and how to approach it. ✓
- Teams are comfortable and polite✓ with each other during this stage. ✓
- People focus on being busy with routines✓ such as team organisation e.g. who does what, when to meet each other, etc. ✓

Any other relevant answer related to forming stage.

Sub max (6)

6.4.2 Norming

- Team members come to an agreement✓ and reach a consensus. ✓
- Roles and responsibilities are clear ✓and accepted. ✓
- Team members have the ambition✓ to work for the success of the team. ✓
- Team members are motivated✓ and take pride in their work. ✓
- The conflict during the storming stage must be resolved✓ to allow the team to move to the norming stage. ✓
- Team members agree✓ and reach a consensus. ✓
- Roles and responsibilities are clear✓ and accepted. ✓
- Processes/Working style and respect develop✓ amongst members. ✓
- Team members have the ambition to work✓ for the success of the team. ✓
- Conflict may occur, ✓ but commitment and unity are strong.✓

Any other relevant answer related to norming stage.

Sub max (6)

6.4.3 Mourning/Adjourning

- The focus is on the completion✓ of the task or ending the project. ✓
- Breaking up the team may be traumatic✓ as team members may find it difficult to perform as individuals once again. ✓
- All tasks need to be completed✓ before the team finally dissolves. ✓
- The focus is on the completion✓ of the task/ending the project. ✓
- Breaking up the team may be traumatic, as team members✓ may find it difficult to perform as individuals once again. ✓
- All tasks need to be completed✓ before the team finally dissolves. ✓

Any other relevant answer related to mourning/adjourning stage. **Sub max (6)**

Max (16)

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6.5 Functions of workplace forums

- The Function of the forum is to represent the employees in that workplace to consult and negotiate with management about matters concerning employees.✓✓
- Prevent unilateral decisions made by employers on issues affecting the employees. ✓✓
- Prevent unilateral decision made by employers on issues affecting the employees.✓✓
- Encourages workers participation in decision making. ✓✓
- Workplace forum has the right to be consulted by employer. ✓✓
- Promotes the interest of all employees in the workplace. ✓✓
- Promotes efficiency in the workplace through inputs/recommendations. ✓✓
- Consult with the employer and to reach consensus about working conditions. ✓✓
- Consult with the employer on issues that could cause conflict. ✓✓
- Resolves conflict between employers and employees. ✓✓
- Improve efficiency and productivity through input/recommendations. ✓✓
- Have the right to be consulted by an employer on:
  - Restructuring of work methods/Restructuring of job functions/Retrenching of workers/Mergers and transfer of ownership/Job grading/Criteria for merits and bonuses/Health and safety measures/Partial or total closure of the business/Promote the interests of all employees in the workplace/Consulted by an employer and reach consensus about working conditions. ✓✓

Any other relevant answer related to functions of workplace forums.

Max (10)

6.6 Conclusion

- Businesses should promote harmony in the workplace and eliminate factors that can cause conflicts. ✓✓
- Importance of team performance is essential for efficiency, success, and overall growth in a business to achieve common goal. ✓✓
- Understanding the stages of team development may assist team members to recognize challenges within a team and respond in ways that promote growth, unity and effectiveness. ✓✓
- Businesses that operate with functional workplace forums are in better positions to promote healthy relationships with employees. ✓✓

Any other relevant conclusion related to the cause of conflict, importance of teamwork, stages of team development and functions of workplace forums.

Any (1x2) (2)
[40]

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QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	32
Causes of conflict	8	
Importance of teamwork	12	
Stages of team development	16	
Functions of Workplace Forums	10	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		**40**

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

TOTAL SECTION C: 40
GRAND TOTAL :100

