



# basic education

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Department:  
Basic Education  
**REPUBLIC OF SOUTH AFRICA**

**NATIONAL  
SENIOR CERTIFICATE**

**GRADE 11**

**BUSINESS STUDIES P2  
EXEMPLAR NOVEMBER 2019  
MARKING GUIDELINES**

**MARKS: 150**

**These marking guidelines consist of 24 pages.**

**NOTES TO MARKERS**

1. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question.
2. Comprehensive marking guidelines have 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 guidelines
  - Comes from another source
  - Is original
  - A different approach is used

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

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

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 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 guidelines and the context of each question.

Cognitive verbs, such as:

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

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

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 only applies 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 to come up with 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

The 'fact' and 'explanation' are given separately in the marking guidelines 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 guidelines.

**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	<b>Maximum: 32</b>
Content	
Conclusion	
Insight	<b>8</b>
<b>TOTAL</b>	<b>40</b>

15.2 Insight consists of the following components:

<b>Layout/Structure</b>	Is there an introduction, body, proper paragraphs and a conclusion?	<b>2</b>
<b>Analysis and interpretation</b>	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')	<b>2</b>
<b>Synthesis</b>	Are there relevant decisions/facts/responses made based on the questions?  Marks to be allocated using this guide:  No relevant facts: 0 (Two '-S') Some relevant facts: 1 (One '-S') Only relevant facts: 2 (No '-S')	

	<p>Option 1: Where a candidate answers 50% or more of the question with only relevant facts: no '-S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis.</p> <p>Option 2: Where a candidate answers less than 50% of the question with only OR some relevant facts: one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis.</p> <p>Option 3: Where a candidate answers less than 50% of the question with no relevant facts: two '-S' appear in the left margin. Award a ZERO mark for synthesis.</p>	<b>2</b>
<b>Originality</b>	Is there evidence of examples, recency of information, current trends and developments?	<b>2</b>
<b>TOTAL FOR INSIGHT:</b>		<b>8</b>
<b>TOTAL MARKS FOR FACTS:</b>		<b>32</b>
<b>TOTAL MARKS FOR ESSAY (8 + 32)</b>		<b>40</b>

**NOTE:**

- No marks will be awarded for contents repeated from the introduction and conclusion.
- The candidate forfeits marks for layout if the words INTRODUCTION and CONCLUSION are not stated.
- No marks will be allocated 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 guidelines to each question.

15.5 Mark all relevant facts until the SUBMAX/MAX mark in a subsection has been attained. Write SUBMAX/MAX after maximum marks have been obtained.

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.

<b>CONTENT</b>	<b>MARKS</b>
Facts	32 (max.)
L	2
A	2
S	2
O	2
<b>TOTAL</b>	<b>40</b>

- 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 MARKS 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 memorandum.
- 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 memo, will not necessarily apply to each question. This would also depend on the nature of the question.

**SECTION A (COMPULSORY)****QUESTION 1****1.1 MULTIPLE CHOICE**

- 1.1.1 B ✓✓  
 1.1.2 A ✓✓  
 1.1.3 C ✓✓  
 1.1.4 D ✓✓  
 1.1.5 B ✓✓ (5 x 2) (10)

**1.2 ONE-WORD ITEMS**

- 1.2.1 memorandum of incorporation ✓✓  
 1.2.2 close corporation ✓✓  
 1.2.3 retrenchment ✓✓  
 1.2.4 force-field analysis ✓✓  
 1.2.5 rights approach ✓✓ (5 x 2) (10)

**1.3 MATCHING ITEMS**

- 1.3.1 H ✓✓  
 1.3.2 J ✓✓  
 1.3.3 G ✓✓  
 1.3.4 I ✓✓  
 1.3.5 C ✓✓ (5 x 2) (10)

**TOTAL SECTION A: 30****BREAKDOWN OF MARKS**

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
<b>TOTAL</b>	<b>30</b>

**SECTION B**

**Mark only the first TWO answers.**

**QUESTION 2: BUSINESS VENTURES****2.1 Qualities of a successful entrepreneur**

- Ability to make sound decisions ✓
- Ability to think creatively to solve problems ✓
- Believe in own abilities ✓
- Willingness to take risks ✓
- Takes responsibility ✓
- Motivates/directs people ✓
- Concerns for the well-being of the workforce ✓
- Has self-discipline ✓
- Has a positive attitude ✓
- Can formulate the mission and vision ✓
- Changes difficulties into opportunities ✓
- Has a clear vision ✓
- Flexible ✓
- Good management ✓
- Communication skills ✓
- Ability to see an opportunity ✓
- Good planner and organiser ✓
- Any other relevant answer related to the qualities of a successful entrepreneur.

**NOTE:** Mark only the first FIVE.

(5 x 1)

(5)

**2.2 Other types of business avenues****2.2.1 Franchise ✓✓**

Motivation

- Mr Naidoo, the owner of SC allows new entrepreneurs to start their own businesses using his business name and trademark at a fee. ✓

**NOTE:** Do not award marks for the motivation if the business avenue was incorrectly identified

(3)

**2.2.2 Other avenues of acquiring a business**

- Leasing ✓
- Outsourcing ✓

**NOTE:** Mark only the first TWO.

(2 x 1)

(2)

### 2.2.3 Advantages of a franchise

- Buys a well-known brand ✓ which guarantees sales and good return. ✓
- Purchasing a franchise is cheaper ✓ than starting a new business. ✓
- Reduces long-term ✓ financial risk. ✓
- A business is based on a proven idea ✓ and the product and service are tried and tested. ✓
- A franchisee can get support from the franchisor ✓, which often includes training, advice, and marketing. ✓
- Forms of financing that are not available to the public ✓ are often available to franchisees. ✓
- Purchasing a franchise could be cheaper ✓ than starting your own business. ✓
- Businesses are able to use a recognised brand name and registered trademark ✓, which helps with advertising and marketing. ✓
- The systems/operations/goods and services ✓ are well established. ✓
- There is often access to group support from other franchisees ✓ and a network of communication and legal advice. ✓
- Established suppliers give bulk discounts ✓ as they form part of a larger group. ✓
- The marketing and advertising costs are shared so they are often lower ✓ than for a non-franchised business. ✓
- Management advice is often provided ✓, so it is not necessary to be a business expert. ✓
- Any other relevant answer related to the advantages of a franchise.

Max (4)

### 2.3 Benefits of establishing a company over other forms of ownership

- A company has its own legal status ✓ and is protected unlike sole proprietors and partnerships. ✓
- A company has continuity ✓ of existence. ✓
- Shareholders' private assets are protected ✓ as they have limited liability. ✓
- Companies have a legal constraints ✓ and more accountability than sole proprietors and partnerships. ✓
- A company may have more investors ✓ to fund the setting up of the business. ✓
- Shareholders are able to buy ✓ and sell shares freely in a public company. ✓
- Shareholders share in the profits of the company ✓ through dividends. ✓
- The company is managed by qualified ✓ and competent board of directors. ✓
- A company is less likely to use consultants ✓ as it has a larger pool of skills and expertise. ✓
- Companies have a better ✓ cash flow. ✓
- Directors do not have to take out personal loans ✓ to grow the business. ✓

- Company shares ✓ can be transferred/bought/sold. ✓
- Companies have tax benefits ✓ other enterprises do not have. ✓
- Any other relevant answer related to the benefits of establishing a company over other forms of ownership.

Max (6)

## 2.4 Transforming a business plan into an action plan

### 2.4.1 Definition of an action plan

- An action plan is a record of activities showing how those activities will be organised ✓ to achieve the goals set out in the business plan. ✓
- It is a planning/monitoring tool ✓ that states what tasks what to be achieved over a period of time. ✓
- Assists businesses to focus on viable business ideas ✓ and devise strategies to achieve a particular goal. ✓
- Any other relevant answer related to the meaning of an action plan.

Max (2)

### 2.4.2 Importance of an action plan

- Identify problems ✓ that could occur. ✓
- Acts as a monitoring tool ✓ that makes it possible to check the progress. ✓
- Enables businesses to turn a business plan ✓ into an action plan. ✓
- Businesses are able to think logically ✓ and identify gaps in the plan. ✓
- Serves as a monitoring tool ✓ to measure standards against performance. ✓
- Businesses can reflect on what has happened before ✓ and what actions have not helped. ✓
- Action planning can bring together individuals/experts ✓ that are knowledgeable in the area. ✓
- Clarifies business objective ✓ and provides the opportunity to clarify exactly what change is required. ✓
- Creates ownership and accountability by creating a sense of individual and collective ownership of the action plan.
- Timescales that need to be done can be clarified ✓ to achieve a particular objective. ✓
- Measures of success can be clarified ✓ by providing a way of measuring progress towards that goal. ✓
- Any relevant answer related to the importance of an action plan.

Max (4)

### 2.4.3 Other sources of funding

- Equity capital (own funds) ✓ /Money the owners of a business invest in the business. ✓ /Owner's savings/Shares issued, Retained profit. ✓
- Debt/Loans ✓ /Money that has been borrowed ✓
- Mortgage ✓ /A particular type of bank loan that is used to buy property. ✓
- Debenture ✓ /The company borrows money from the public. ✓
- Lease/Hire purchase ✓ /Involves monthly payments by the business for use of vehicles or equipment. ✓
- Overdraft ✓ /A bank allows a business to take out more money than it has in its bank account. ✓
- Trade credit ✓ /Suppliers who provide goods and services to the business are often willing to wait a certain period for payment. ✓
- Grants ✓ /Money made available by government for small developing businesses. ✓
- Venture capital ✓ /Wealthy business people who want to invest in promising small businesses in return for a profit share in the business. ✓
- Angel funding ✓ /Financing is given for an ownership share in the business at its start-up. ✓
- Any other relevant answer related to other sources of funding.

Max (4)

### 2.5 Advantages of personal liability company

- The board of a personal liability company must comprise at least one director ✓ (1 or more directors) or any other minimum number as stipulated in its MOI. ✓
- The life span ✓ of a personal liability company is perpetual. ✓
- The company is a separate legal person ✓ it can buy property in its own name. ✓
- The Act imposes personal liability on directors who are knowingly part of the carrying on of the business in a reckless or fraudulent manner. ✓
- Directors of a personal liability company are not compelled ✓ to attend the Annual General Meeting (AGM) ✓
- Audited financial statements are optional; ✓ otherwise the financial statements need to be independently reviewed unless exempted by regulation. ✓
- A personal liability company is not required to lodge its annual financial statements ✓ with the Commission. ✓
- Personal liability companies are subject to fewer disclosure and transparency requirements. ✓
- Shareholders of a personal liability company have a right of pre-emption ✓ in respect of the issue of new securities unless the MOI provides otherwise. ✓
- Any other relevant answer related to the positives/advantages of the personal liability company

Max (4)

**2.6 Factors that the presenter must consider when designing a presentation**

- Start with the text/headings. √√
- Use legible font and font size. √√
- Select the background. √√
- Choose images that may help to communicate the message. √√
- Include/Create graphics. √√
- Add special effects/sound/animation. √√
- Create hyperlinks to allow quick access to other files/documents/video clips. √√
- Keep slides/images/graphs simple. √√
- Make sure there are no grammatical/spelling errors. √√
- Use bright colours to increase visibility. √√
- Structure information in a logical sequence. √√
- Limit the information on each slide. √√
- Any other relevant answer related to the factors that the presenter must consider when designing a presentation.

Max (6)

**BREAKDOWN OF MARKS**

<b>QUESTION 2</b>	<b>MARKS</b>
2.1	5
2.2.1	3
2.2.2	2
2.2.3	4
2.3	6
2.4.1	2
2.4.2	4
2.4.3	4
2.5	4
2.6	6
<b>TOTAL</b>	<b>40</b>

**QUESTION 3: BUSINESS ROLES**

**3.1 Ethical or professional behaviour**

3.1.1 Professional √√

3.1.2 Ethical √

3.1.3 Ethical √√

3.1.4 Professional √√

3.1.5 Ethical √√ (5 x 2) (10)

**3.2 Rights and responsibilities of citizens**

<b>RIGHTS</b>	<b>RESPONSIBILITIES</b>
- Education √	- Adhere to rules and policies. √ - Attend school regularly, learn and work hard. √
- Safety √	- Not endangering lives of others. √
- Own property √	- To enjoy and use the property. √
- Human dignity √	- Be kind, compassionate and sensitive to others. √ - Treat people with respect and dignity. √
- Equality √	- Do not discriminate on the basis of race basis/race/religion, etc. √ - Treat every person equally and fairly.
- Life √	- Protect and defend the lives of others. √
- Freedom and security √	- Do not hurt/bully/intimidate others. √ - Solve any conflict in a peaceful manner. √
- Freedom of thought √	- Respect the religions/beliefs/opinions of others. √
Submax (4)	Submax (4)

Any other relevant answer related to the rights and responsibilities of citizens.

- NOTE:**
1. The answer need not to be in a tabular form.
  2. Allocate ONE mark for a right and ONE mark for its responsibility.
  3. Mark only the first TWO rights and responsibilities. (4 x 2) (8)

**3.3 Differences between routine thinking and creative thinking**

<b>ROUTINE THINKING</b>	<b>CREATIVE THINKING</b>
- Doing the same thing ✓ and expecting different results. ✓	- The process used to come up with new ideas ✓ to solve problems. ✓
- Using past decisions as a guidance ✓ to solve current problems. ✓	- Exploring new and different ways ✓ to do things to obtain better results. ✓
- Any other relevant answer related to routine thinking.	- Any other relevant answer related to creative thinking.
Submax (2)	Submax (2)

Max (4)

**3.4 Problem-solving technique**

**3.4.1 Problem-solving technique from the scenario**

- Delphi technique ✓✓ (2)

**3.4.2 Ways in which DKT can apply the Delphi technique**

- DKT 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 tiles 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 the feedback report to the panel members. ✓✓
- Request panel members to provide further input/ideas on how to improve the quality of their tiles 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 products. ✓✓
- DKT should choose the best solution/proposal after reaching consensus. ✓✓
- Any other relevant answer related to ways in which DKT can apply the Delphi technique.

Max (6)

**3.5 Principles of professionalism**

- Respect yourself and the dignity and rights of others, ✓ e.g. respecting other languages/cultures. ✓
- Respect the image of the business/profession, ✓ e.g. adhere to the dress code of the business/profession. ✓
- Act with integrity/honesty/reliability, ✓ e.g. keep to working hours even if no other workers are around/do not use the business resources for personal gain. ✓
- Be committed to quality ✓ and apply skills and knowledge to the benefit of the business/society at large. ✓
- Adhere to confidentiality measures ✓ by not disclosing sensitive information about customers/business. ✓
- Remain objective, act fairly and justly to all ✓ without being biased or showing favouritism. ✓
- Continually improve/develop skills and knowledge, ✓ e.g. attending refresher courses and seminars. ✓
- Share your knowledge by investing your time and expertise in junior staff members' ✓ e.g. uplifting/empowering others. ✓
- Any other relevant answer related to the principles of professionalism.

Max (4)

**3.6 Business contribution to the social and economic development of communities.**

- Businesses can participate in HIV and Aids programmes to improve the health of communities members, ✓✓
- Employ community members and pay fair wages. ✓✓
- Work together with government and NGOs to improve economic and social development within the community. ✓✓
- Protect the environment by supporting sustainable methods. ✓✓
- Spend money on CSR programmes such as sponsoring teams/individual sport. ✓✓
- Businesses can use their skills to educate community members.
- Any other relevant answer related on how business can contribution to the social and economic development of communities

Max (6)

**BREAKDOWN OF MARKS**

QUESTION 3	MARKS
3.1	10
3.2	8
3.3	4
3.4.1	2
3.4.2	6
3.5	4
3.6	6
<b>TOTAL</b>	<b>40</b>

**[40]**

**QUESTION 4: MISCELLANEOUS TOPICS****BUSINESS VENTURES****4.1 Aspects that must be included in the prospectus**

- Company overview, including the vision, mission and goals of a business ✓
- Product or service portfolio ✓
- Market analysis and strategy ✓
- Management team ✓
- The risk and potential of the business ✓
- Available financial and share information ✓
- Company's assets and liabilities ✓
- Financial position ✓
- Profits and losses ✓
- Cash flow ✓
- Prospects for growth ✓
- Pre-incorporation contracts that have been signed ✓
- Date of registration of the prospectus ✓
- The minimum subscription ✓
- Any other relevant answer related to aspects that should be included in the prospectus.

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

**4.2 Meaning of planning tools****4.2.1 Gantt Chart**

- Bar charts or graphs ✓ that show the duration of each task against the progression of time. ✓
- Used to identify what needs to be done ✓ by breaking a project down into smaller parts. ✓
- Used to schedule the time lines for a project ✓ in order to decide what tasks need to happen when and in what order. ✓
- Illustrates the start ✓ and finish dates of the elements of a project. ✓
- Any other relevant answer related to the meaning of Gantt charts.

Max (4)

**4.2.2 Timelines**

- A visual representation ✓ of chronological information. ✓
- A way of displaying ✓ a list of events in date order. ✓
- A simple tool that lists all the activities that need to be done ✓ and the date order in which they will be completed. ✓
- Any other relevant answer related to the meaning of timelines.

Max (4)

**4.2.3 Project planning**

- A detailed description of all the activities ✓ that needs to be completed to execute a project successfully. ✓
- Consists of the actual plan, ✓ the scheduling of the task ✓ and risk management to protect the business from financial disaster. ✓
- Any other relevant answer related to the meaning of project planning.

Max (4)

**4.3 Strategies businesses can use to remain profitable and sustainable**

- Thorough planning ✓✓
- Sound managing finances ✓✓
- Maintaining a solid client base ✓✓
- Effective management of scarce resources and employees ✓✓
- Behaving ethically and being social responsible ✓✓
- Taking care of the environment ✓✓
- Any relevant answer related to strategies businesses can use to business remain profitable.

**NOTE:** Mark only the first TWO.

(2 x 2) (4)

**BUSINESS ROLES****4.4 Stage of team development**

4.4.1 Forming ✓✓

4.4.2 Storming ✓✓

4.4.3 Performing /Working together as a team towards a goal ✓✓

4.4.4 Norming/Settling and reconciliation ✓✓

(4 x 2) (8)

**4.5 Reasons businesses become involved in social programmes**

- To comply with BBBEE ✓ requirement. ✓
- Lack of qualified workers by providing skills ✓ and training. ✓
- Reduce socio-economic issues like HIV/Aids, unemployment ✓ and education and training. ✓
- Business gain competitive advantage, ✓ resulting in good publicity. ✓
- Business gets tax advantage ✓ or rebates. ✓
- Increase social welfare ✓ and economic development of communities. ✓
- Quality of life of community ✓ is improved. ✓
- Any other relevant answer related to the reasons why businesses become involved in social programmes.

Max (6)

**4.6 Functions of workplace forums**

- 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 interests of all employees in the workplace. √√
- Promotes efficiency in the workplace through co-operation. √√
- Consults with the employer and to reach consensus about working conditions. √√
- Any other relevant answer related to the functions of the workplace forum.

Max (6)

**BREAKDOWN OF MARKS**

<b>QUESTION 4</b>	<b>MARKS</b>
4.1	4
4.2.1	4
4.2.2	4
4.2.3	4
4.3	4
4.4.	8
4.5	6
4.6	6
<b>TOTAL</b>	<b>40</b>

**[40]****TOTAL SECTION B: 80**

**SECTION C****Mark only ONE answer in this section.****QUESTION 5: BUSINESS VENTURES (PRESENTATION)****5.1 Introduction**

- Business managers need to present information about their business to stakeholders. ✓
- Visual aids combine pictures and sound that will enhance the quality of the presentation. ✓
- Visual aids can help to convey a large amount of facts in a short time. ✓
- A flyer is a leaflet seldom in colour that it is used by Global Enterprises to advertise services and products.
- The purpose of a verbal presentation is to exchange information between the presenter and the audience. ✓
- Any other relevant introduction related to types of visual aids/composing flyer/report writing/responding to questions and answer in a professional manner.

(Any 2 x 1) (2)

**5.2 Types of visual aids**

- Data projector/PowerPoint ✓
- Overhead projector ✓
- Interactive whiteboards/Smartboards ✓
- Hand-outs/Flyers/Brochures ✓
- Posters/Signs/Banners/Portable advertising stands/Flags ✓
- Flip charts/White boards ✓
- Tables/Graphs/Diagrams ✓
- Any other relevant answer related to types of visual aids.

**NOTE:** Mark only the first SIX.

Any (6 x 1) (6)

**5.3 Factors to consider when composing a flyer**

- Write a title ✓ that will attract the reader's attention. ✓
- Use graphics ✓ to attract attention. ✓
- Focus on the benefits ✓ of the products or services. ✓
- Identify points ✓ clearly. ✓
- Keep it simple ✓ with white space. ✓
- Use text boxes ✓ if space allows. ✓
- Do not use ✓ too many words. ✓
- Let someone ✓ proofread the contents. ✓
- Use bright paper and black text ✓ if budget does not allow for colour printing. ✓
- Offer a discount ✓ on the product or service. ✓
- Any other relevant answer related to factors to consider when composing a flyer.

Max (14)

#### 5.4 Steps in report writing

- Analyse the problem ✓, prepare a written problem statement to clarify the task. ✓
- Anticipate the audience and issues ✓, it could be distributed to people whom it was not intended. ✓
- Prepare a work plan ✓, start early and allow time for brainstorming and preliminary research. ✓
- Do research in order to gather data ✓ do not depend on the internet. ✓
- Organise, analyse, interpret and illustrate the data ✓, consider the purpose. ✓
- Put together the first draft of the report ✓, print the first draft and read sometime later. ✓
- Revise, proofread and evaluate ✓, ask a colleague to read the report. ✓
- Any other relevant answer related to steps that must be followed when writing a report.

**NOTE:** The steps need not to be in a specific order.

Max (14)

#### 5.5 Ways to respond to questions in a non-aggressive and professional manner

- Moffet must stand up throughout the feedback session. ✓✓
- Be polite, confident and courteous/humorous. ✓✓
- Listen and then respond. ✓✓
- Make sure that you understand the question/s before responding. ✓✓
- Acknowledge good questions. ✓✓
- Rephrase questions if uncertain. ✓✓
- Moffet must not get involved in a debate. ✓✓
- Do not avoid the question, if you do not know the answer, refer the question to the audience or the employees ✓✓ /Rectify if incorrect answers are given. ✓✓
- Address the whole audience and not only the person asking the question. ✓✓
- Provide feedback as soon as possible after the observed event. ✓✓
- Moffet must be direct, honest, sincere. ✓✓
- She must use simple language and support what you say with an example/keep the answer short and to the point. ✓✓
- Presenter must encourage questions from the audience. ✓✓
- Do not allow any one member of the audience to dominate the discussion. ✓✓
- Note/write down the questions asked to be able to respond correctly. ✓✓
- Moffet should address questions in an orderly manner. ✓✓
- Any other relevant answer related to how Moffet may respond to feedback in a professional manner.

Max (12)

5.6 **Conclusion**

- A well-prepared presentation creates a good impression and will attract potential investors.√√
- A good presentation promotes the image of the business/owner/management.√√
- Being professional during a presentation/feedback/questions session should contribute to the success of the presentation.√√
- Any other relevant conclusion related to visual aids/factors composing a flyer/steps in report writing/ways to respond to question in a non-aggressive and professional manner.

Max

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

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Types of visual aids	6	
Factors to consider when composing a flyer	14	
Steps in report writing	14	
Ways to respond to questions	12	
Conclusion	2	
<b>INSIGHT</b>		
Layout		2
Analysis, interpretation		2
Synthesis		2
Originality/Examples		2
<b>TOTAL MARKS</b>		<b>40</b>

\*LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if only some of the requirements are met.

Allocate 0 marks where requirements are not met at all.

**QUESTION 6: BUSINESS ROLES (STRESS AND CRISIS MANAGEMENT)****6.1 Introduction**

- A stress-free work environment can contribute positively towards the overall business objective of making profit. ✓
- Many of the most stressful events in people's lives are related to their work. ✓
- Businesses must do all in their power to manage stress in the workplace. ✓
- Any other relevant introduction related to causes of stress/importance of stress management/dealing with stress in the workplace.

Any (2 x 1) (2)

**6.2 Meaning of stress**

- The way the body reacts to a situation ✓ that a person finds difficult to control. ✓
- The wear and tear people's bodies experience ✓ as they adjust to their changing environments. ✓
- Any other relevant answer related to the meaning of stress.

Max (2)

**6.3 Causes of stress in the workplace**

- Work overload/unrealistic targets due to an increase in job demand, ✓ an employee has to work more than the usual. ✓
- A lack of power or influence where employees are given responsibility ✓ but no authority in their work. ✓
- Long working hours/extended/very odd working hours ✓ may lead to many physiological problems in employees. ✓
- Badly designed shift systems/change in the organisational structure, policy, process/procedures ✓ may cause misunderstanding within the business. ✓
- Lack of finances, human resources/physical resources leads to inefficiencies in employee's performance. ✓
- Changes in job description due to new development ✓ and management information system in technology or in the economy. ✓
- Confrontations and conflicts or difficulties in getting along with co-workers and colleagues at work due to lack of communication. ✓
- Lack of participation in decision-making ✓ due to lack of trust by management. ✓
- Inadequate training ✓ due to lack of financial muscle within the business/poor budgeting. ✓
- Any other relevant answer related to causes of stress in the workplace.

Max (14)

**6.4 Importance of stress management in the pressurised work environment**

- Managing stress will curb absenteeism in order to maintain productivity in workplace. ✓
- Enables and motivate the morale of employees better ✓ by keeping them focused on their job performance. ✓
- It improves the employee productivity ✓ by using good stress management skills. ✓
- Identifying the stressful issues correctly, managers will be able to lead in tough times.
- It prevent conflict, distractions, and builds teamwork by makes everyone life easier.
- Increases the chances of meeting deadlines ✓ by identifying prior stressor. ✓
- Identify a problem ✓ and resolve it, which strengthens the communication process.
- Helps the business to evaluate and do the performance appraisal of employees.
- Any other relevant answer related to the importance of stress management in the pressurised work environment.

Max (12)

**6.5 Ways in which employees can manage stress in a workplace**

- Develop self-awareness to recognise the signs of stress and its causes. ✓✓
- Create a balanced lifestyle and minimise extreme emotions. ✓✓
- Exercise regularly and keep fit. ✓✓
- Follow a balanced diet. ✓✓
- Get enough sleep and relaxation. ✓✓
- Replace negative self-talk with positive thoughts. ✓✓
- Apply good time-management skills. ✓✓
- Set personal realistic goals and targets. ✓✓
- Accept things one cannot change and focus on things one can control. ✓✓
- Any other relevant answer related to the ways employees can manage stress in a pressured work environment.

Max (12)

**6.6 Conclusion**

- Businesses must implement better work and management systems to deal with stress in the workplaces ✓✓
- Cooperation/Teamwork must be encouraged to reduce stress levels in the workplaces ✓✓
- Workplace interventions appear successful in preventing the negative consequences of work stress. ✓✓
- Any other relevant answer related to causes of stress/importance of stress management/dealing with stress in the workplace.

Max (2)  
**[40]**

**BREAKDOWN OF MARK ALLOCATION**

<b>DETAILS</b>	<b>MAXIMUM</b>	<b>TOTAL</b>
Introduction	2	Max 32 ???
Meaning of stress	8	
Causes of stress	14	
Importance of stress	12	
Recommendations	12	
Conclusion	2	
<b>INSIGHT</b>		
Layout		2
Analysis, interpretation		2
Synthesis		2
Originality/Examples		2
<b>TOTAL MARKS</b>		<b>40</b>

\*LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if only some of the requirements are met.

Allocate 0 marks where requirements are not met at all.

**TOTAL SECTION C: 80**  
**GRAND TOTAL: 150**