



**BUSINESS STUDIES  
PAPER 2**

**EXAMINER:** GL  
**MODERATOR:** LF / TG / UM

**DURATION:** 2 HOURS  
**MARKS:** 150 MARKS

**SECTION A**

**QUESTION 1**

1.1.1 C ✓✓

1.1.2 B ✓✓

1.1.3 A ✓✓

1.1.4 B ✓✓

1.1.5 B ✓✓

(10)

1.2.1 Franchisee ✓✓

1.2.2 Lessee ✓✓

1.2.3 Continuity ✓✓

1.2.4 Audit ✓✓

1.2.5 Stress ✓✓

(10)

1.3.1 F ✓✓

1.3.2 D ✓✓

1.3.3 A ✓✓

1.3.4 B ✓✓

1.3.5 G ✓✓

(10)

**TOTAL SECTION A: 30**

## SECTION B

### QUESTION 2 BUSINESS VENTURES

#### 2.1 Characteristics of a sole trader

- A sole trader is a business that is owned and managed ✓ by one person. ✓
- Assets and profits in this business ✓ belong to the owner. ✓
- Legally there is no separation ✓ between the business and the individual running it. ✓
- If the business is facing legal action, ✓ the owner is held legally responsible for the debts of the business. ✓
- The sole proprietorship does not pay tax ✓ as the owner pays tax in their own capacity. ✓
- The profit made by the sole proprietorship is added to any other income earned by the owner ✓ and SARS then calculates the amount payable. ✓
- There are no legal ✓ and administrative formalities in the formation of a sole trader. ✓
- A sole proprietor is not a legal entity ✓ and agreements are entered into by the owner in their personal capacity. ✓
- Business has unlimited liability, ✓ and the private possessions of the owner can be used to pay the debts of the business. ✓

(6)

#### 2.2 Differentiate between a public company and private company.

2.2.1 Ends with Pty Ltd. ✓

2.2.2 Ends with Ltd. ✓

2.2.3 May not offer shares to the general public. ✓

2.2.4 Trades its shares publicly on the Johannesburg Securities Exchange. ✓

2.2.5 Shares are not freely transferable. ✓

2.2.6 Shares are freely transferable. ✓

2.2.7 The company does not have to raise the minimum subscription or issue minimum shares. ✓

2.2.8 Must raise a minimum subscription prior to commencement of the company. ✓ (8)

#### 2.3 Advantages of a non-profit company

- The company has an independent legal personality, ✓ but directors will be liable for any loss, damage or costs sustained by the company if acting in the name of the company. ✓
- The assets of the company are in the name of the organisation, ✓ not in its members. ✓
- Non-profit companies continue to exist ✓ even if the membership changes. ✓
- The assets and liabilities (debts) of the organisation are held separately ✓ from those of its members. ✓
- May make a profit ✓ but may not share any of the profits with its members. ✓
- Profits can only be used ✓ to conduct the work of the organisation. ✓
- All of a non-profit company's assets and income ✓ must be used to advance its stated objects, as set out in its MOI. ✓
- The members exercise power in general meetings ✓ in the sense that they can appoint or remove directors, amend the MOI of the company, and dispose of the NPO's assets. ✓

- Non-profit companies must prepare the financial statements at the end of the year ✓ and are not compelled to audit the financial statements. ✓
- Non-profit companies are not compelled ✓ to attend the general annual meeting (AGM). ✓  
(6)

## 2.4 Scenario – Green Solutions Incorporated

2.4.1 Personal Liability Company ✓✓ (2)

**Reason:**

The company name ends in ‘Inc’ ✓ (1)

2.4.2 Public Company ✓✓ (2)

## 2.5 Franchising

- A marketing concept whereby the franchisor licenses ✓ the use of its business model, its brand, know-how, procedures, intellectual property, and rights to sell its branded products and services to a franchisee. ✓
- In return, the franchisee pays certain fees ✓ and agrees to comply with certain obligations. ✓
- Franchising is a licence to use the name, idea, and processes ✓ of an existing business in a specific geographic area. ✓
- A franchise is an agreement between a franchisor ✓ and a franchisee. ✓
- According to a franchise agreement, the franchisee obtains the right from the franchisor to use the name and trademark of the franchisor ✓ and to sell the franchisor’s products. ✓  
(2)

## 2.6 Scenario – Prime Corporation

2.6.1 Outsourcing ✓✓ (2)

### 2.6.2 Advantages of outsourcing

- Will provide continuity ✓ during periods of high staff turnover. ✓
- Allows businesses to focus ✓ on important business activities. ✓
- Operations, where costs are running out of control, ✓ can benefit from outsourcing. ✓
- Staffing flexibility is possible because the business can make use of seasonal cyclical demands, ✓ for example, when there are only certain times when extra labour is needed. ✓
- On-site outsourcing will bring people with a certain skill set into the company, ✓ and existing employees can collaborate with them to gain new skills. ✓
- A company is able to reduce costs ✓ as outsourcing can lead to a decrease in staff, remuneration, control and operating costs. ✓
- The business can focus on its vision, goals ✓ and to apply its staff more effectively in its core business. ✓  
(4)

**NOTE:** If QUESTION 2.6.1 is incorrect, no marks are awarded for QUESTION 2.6.2. No carry over error applies to Business Studies.

### 2.6.3 Contractual agreement

- the responsibilities and rights of both parties ✓✓
  - It is the responsibility of the outsourcing business to pay the outsourced provider the fee ✓✓
  - the length or duration of the contract ✓✓
- (4)

### 2.7 Reasons for buying an existing business

- Established business ✓
  - Established customer base ✓
  - Established name and reputation ✓
  - Known market ✓
  - Mentorship ✓
  - Cash flow ✓
  - Financing ✓
  - Current staff ✓
  - Market position ✓
- (3)

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

**[40]**

### QUESTION 3 BUSINESS ROLES

#### 3.1 Advantages of creative thinking

- Creative thinking will lead to improved participation of staff members, ✓ which will ensure the generation of new ideas. ✓
- The business will have competitive advantage ✓ over other businesses because of the unique strategies that are introduced. ✓
- Businesses will be able to solve complex problems. ✓✓
- As management and employees introduce and create many ideas, ✓ saving time and money for the business, productivity will increase. ✓
- Managers and employees will demonstrate more confidence ✓ as they perform their duties. ✓
- Managers will be inspired ✓ to lead their teams more efficiently. ✓
- Managers and employees will apply their knowledge ✓ in a collaborative manner when performing their duties. ✓
- The morale among staff members ✓ will be improved. ✓
- Leads to a more positive attitude ✓ as managers and employees feel that they have contributed towards problem-solving. ✓
- Creative thinking will ensure that managers and employees stay abreast ✓ of the latest developments in technology. ✓
- Managers and employees will be more creative ✓ as they are challenged to work outside of their comfort zones. ✓
- Creativity may lead to new inventions, ✓ which will improve the general standard of living. ✓
- Managers and employees will feel that they have contributed ✓ towards problem-solving. ✓

(4)

#### 3.2 Routine thinking vs Creative thinking

##### Routine thinking

- Is associated with a LEFT brain ✓ function where the focus is on logical thought and a methodical way of doing things. ✓
- It is where consistent, normal thinking ✓ is applied to a specific situation. ✓
- Doing things in the same way will lead to the same results ✓ because past decisions are used to solve current problems. ✓
- No new ideas ✓ or thought patterns are generated. ✓

Sub-max

(4)

##### Creative thinking

- Is associated with a RIGHT brain function ✓ where new ideas are generated. ✓
- The focus is on being creative, using one's imagination, ✓ insight, art, and music awareness to find solutions to unique challenges. ✓
- This process is used to come up with new ideas to solve problems ✓ in a way that is unusual and different from how things had been done before. ✓
- This results in exploring innovative ideas and different ways of doing things ✓ in order to obtain better results. ✓

Sub-max

(4)

Max

(8)

### 3.3 Scenario – Eve’s Bakery

3.3.1 Force-Field Analysis ✓✓ (2)

#### 3.3.2 Application of Force-Field analysis

- The current situation or problem ✓ and the desired situation or solution are described. ✓
- Identify what is going to happen ✓ if there is no action taken. ✓
- All the driving forces ✓ and restraining forces that will support and resist change must be listed. ✓
- The key restraining forces ✓ and their strengths should be discussed. ✓
- The key driving forces ✓ and their strengths should be discussed. ✓
- A score is allocated to each force using a numerical scale, ✓ where 1 is weak and is strong. ✓
- The positives and negatives are evaluated ✓ before deciding if the project is viable. ✓
- Choose the force with the highest score ✓ as the solution to the problem. ✓
- The restraining forces should be analysed ✓ to determine the best way of moving forward with them. ✓
- Identify priorities ✓ and develop an action plan. ✓

(8)

### 3.4 Changes businesses and people have to deal with

#### 3.4.1 affirmative action

- It is a legal requirement for businesses to ensure that they offer equal opportunities to people ✓ from previously disadvantaged or designated groups in the workplace. ✓
- The aim of the policy is to ensure representation of women, ✓ people with disabilities and black South Africans affected in business. ✓
- This may lead to resentment towards persons ✓ appointed according to this policy. ✓

(4)

#### 3.4.2 Globalisation

- Due to the narrowing of global markets, ✓ businesses can trade in different countries. ✓
- This requires flexibility in order to adapt to changes ✓ brought about by globalisation. ✓
- With improved ongoing technological processes, ✓ new technology must be combined and used to make processes more efficient. ✓
- The business should ensure that their product or service is of a high standard and quality, ✓ which will result in competition amongst businesses. ✓

(4)

### 3.5 Scenario – Drift Motors

	INTERNAL CAUSES OF CHANGE	MOTIVATION
1.	<b>New Management</b> ✓✓	Drift Motors (DM) has undergone a leadership transition by appointing a new senior manager. ✓
2.	<b>Retrenchment</b> ✓✓	Due to poor performance from Covid-19, multiple staff have been let go ✓
3.	<b>New machinery</b> ✓✓	The business is leased state of the art machinery to get jobs done quick and improve service delivery ✓

(6)

**NOTE:** Mark first TWO only

NO mark awarded for quote if quote is not given in full.

No mark awarded for quote if internal cause of change is incorrect.

### 3.6 Causes of stress

- a heavy workload, unrealistic targets, and deadlines aggravated by time pressure ✓
- working long hours without adequate breaks ✓
- shift systems not properly designed and coordinated ✓
- changes in job description, management or in technology ✓
- working at home to complete tasks not done at the office ✓
- staying abreast of the latest technology ✓
- attending many meetings that take time and do not allow employees to complete their work tasks during working hours ✓
- work demands that affect an employee's family and personal life ✓
- inadequate training given to employees ✓
- managers who are not competent and efficient ✓
- job insecurity, bullying and harassment ✓
- conflict with those in the business who have different beliefs and values ✓
- the nature of interpersonal relationships with colleagues ✓
- the frequency of work-related travel ✓
- lack of accountability of employees and managers ✓
- lack of participation in decision-making ✓
- insufficient funds and vacant posts not filled ✓
- unconducive working conditions ✓
- a lack of power and influence ✓
- lack of teamwork and conflict situations amongst employees. ✓

(4)

[40]

## QUESTION 4: MISCELLANEOUS

### BUSINESS VENTURES

#### 4.1 Form of ownership

4.1.1. Close Corporation ✓✓ (2)

4.1.2 Characteristics of CC (4)

- Appropriate for small ✓ and medium businesses. ✓
- CCs are legal entities, ✓ meaning it has legal rights and responsibilities. ✓
- Can have a minimum of one and maximum of ten members ✓ who share a common goal. ✓
- The word 'close' means that all members are involved ✓ and take part in its management. ✓
- Each member contributes ✓ some assets/services towards the corporation. ✓
- The name ends with the suffix CC. ✓✓
- Members have unlimited liability ✓ except where the CC has had more than ten members for six months or longer. ✓
- A CC has its own legal personality ✓ and therefore has unlimited continuity. ✓
- The auditing of books is optional ✓ as members only need an accounting officer to check financial records. ✓
- Transfer of a member's interest ✓ must be approved by all other members. ✓
- Profits are shared in proportion ✓ to the member's interest in the CC. ✓

(6)

**NOTE:** If QUESTION 4.1.1 is incorrect, no marks are awarded for QUESTION 4.1.2. No carry over error applies to Business Studies.

#### 4.1.3 Advantages of franchising

- Forms of financing that are not available to the public ✓ are often available to franchisees. ✓
- Purchasing a franchise could be cheaper ✓ than starting your own business. ✓
- A business is based on a proven idea ✓ and the product and service are tried and tested. ✓
- Reduced long-term financial risk. ✓✓
- Management advice is often provided ✓ so it is not necessary to be a business expert. Franchises often offer entrepreneurial help. ✓
- Established suppliers give bulk discounts ✓ as they form part of a larger group. ✓
- Businesses are able to use a recognised brand name ✓ and registered trademark. ✓
- The systems, operations and services ✓ are well established. ✓
- Franchise agreements dictate how you run the business, ✓ so there may be little room for creativity. ✓
- There are usually restrictions on where you operate, ✓ the products you sell and the suppliers you use. ✓
- Franchises often have an established reputation and image, ✓ proven management and work practices, access to national advertising and ongoing support. ✓
- Franchises offer the independence of a small business ownership ✓ supported by the benefits of a big business network. ✓
- You do not necessarily need business experience to run a franchise. ✓ Franchisors usually provide the training you need to operate their business model. ✓



- Franchises have a higher rate of success ✓ than start-up businesses. ✓
- The marketing and advertising costs can be shared, ✓ so they are lower than for a non-franchised business. ✓
- There is often access to group support from other franchisees ✓ and a network of communication and legal advice. ✓
- An operational franchise is an established business ✓ so there is less financial risk. ✓
- Franchisees and their staff receive training ✓ and support from the franchisor. ✓
- Banks will more likely grant ✓ financial assistance to an established business. ✓
- The product is already well known in the market, ✓ which guarantees sales and good return. ✓
- Franchisees benefit from lower costs ✓ due to centralised buying by the franchiser. ✓

(6)

### **Advantages of a public company**

- The business has its own legal identity ✓ and can own assets and property. ✓
- No limitation on the number of shareholders, ✓ so growth and expansion is not limited. ✓
- Competent and knowledgeable directors ✓ may be appointed by shareholders. ✓
- Easy to raise large amounts of capital for growth ✓ through the issuing of shares to the public. ✓
- Shareholders have a limited liability for the debt of the company. ✓ Shareholders may only lose the amount which they invested. ✓
- Attracts small investors ✓ as shares can be transferred freely and easily. ✓
- Shareholders can sell ✓ or transfer their shares freely. ✓
- The public has access to the information as financial reports must be published annually. ✓ This could motivate the public to buy shares from a company. ✓
- Strict regulatory requirements ✓ protect shareholders. ✓
- Additional capital can be raised ✓ by issuing debentures to the public. ✓
- The company keeps its shareholders regularly informed about its performance, ✓ share values and future. ✓

(6)

## **BUSINESS ROLES**

### **4.2 Create an environment for creative thinking.**

- Businesses must emphasise the importance of creative thinking ✓ to ensure that all staff know that their ideas will be heard. ✓
- Inspire staff ✓ to come up with new ideas. ✓
- Plan regular workshops ✓ so that brainstorming sessions can be held to generate new ideas. ✓
- Ensure that communication channels remain open ✓ by placing suggestion boxes around the workplace. ✓
- Train staff members to think creatively, ✓ to solve problems, use mind mapping and lateral thinking. ✓
- Encourage job exchanges within the organisation and other businesses ✓ to improve creativity in the workplace. ✓
- Encourage alternative ways ✓ of working and doing things. ✓
- Accommodate employees' ideas ✓ and try not to let anyone feel less important in the workplace. ✓

(6)

## 4.4 Scenario – Jensen Records

### 4.4.1 Advantages of creative thinking

“JR ensures that there is a high morale among their employees.” ✓✓

“They also encourage their staff to solve complex problems.” ✓✓ (4)

### 4.4.2 Advantages of working with others

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

(6)

#### 4.5 Examples of crises in the workplace

- Loss of property due to fire ✓
- Theft of assets, equipment and stock ✓
- Breakdown of machinery ✓
- Power outages ✓
- An accident ✓
- Serious illnesses of employees without replacements ✓
- Conflict amongst employees ✓
- Supply shortages ✓
- A sudden increase in production costs ✓
- Unforeseen drop in revenue ✓
- Lawsuits or legal action against the business ✓
- Tight deadline ✓
- Natural disasters, for example, earthquakes, floods, etc ✓

(4)

**[40]**

**TOTAL SECTION B:**

**80**

## SECTION C

### QUESTION 5 BUSINESS VENTURES

#### 5.1 Introduction

- When starting a business, it is important to choose a form of ownership that will be profitable. ✓
- Each form of ownership functions differently. It is therefore important to evaluate each form of ownership carefully ✓ **Max.** (2 x 1) (2)

**NOTE:** Consider any other relevant introduction  
ONE marks awarded for TWO facts.

#### 5.2 Procedure for the formation of a company

- Determine the people establishing the company. ✓✓
- Prepare a memorandum of incorporation, ✓ open a bank account, and register for taxation. ✓
- File a notice of incorporation ✓ and obtain a unique registration number. ✓
- Draw up a prospectus ✓ for potential investors. ✓
- Register the company at the Companies and Intellectual Property Commission (CIPC). ✓ A company becomes a legal entity once registration has been finalised. ✓
- A company is registered and may start doing business once:
  - the name of the company has been approved. ✓✓
  - the prescribed fees have been paid. ✓✓
  - the Notice of Incorporation have been lodged. ✓✓
  - the application to incorporate a new company has been processed by the CIPC. ✓✓

**Max.** (8)

#### 5.3 Benefits of establishing a company

##### **Legal status and liability** ✓✓

- A company has its own legal status, ✓ trading name, and owns its assets. ✓
- Shareholders' private assets are protected ✓ as they have limited liability. ✓
- The shareholders have no direct legal responsibility. ✓✓
- Companies have their names, and these are protected. ✓✓ **Sub-max** (4)

##### **Profit-sharing** ✓✓

- Shareholders share in the profits of the company ✓ in the form of dividends. ✓
- Other forms of ownership will share profit ✓ according to their contribution or internal agreement. ✓

**Sub-max** (4)

##### **Ownership and management** ✓✓

- Shareholders are able to buy ✓ and sell shares freely in a public company. ✓
- 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. ✓
- Directors are more likely to take risks ✓ and allow growth opportunities for the business. ✓
- Some of the other forms of ownership ✓ e.g. sole proprietor has to rely on his/her own abilities to manage the business. ✓

**Sub-max** (4)

### **Capital and cash flow ✓✓**

- A company may have more investors ✓ to fund the setting up of the business. ✓
  - Companies have a better cash flow ✓ than sole traders. ✓
  - A company is not limited ✓ to the individual contribution of the members' capital. ✓
  - The long-term growth opportunities for companies are good ✓ as there are always possibilities of getting in more investors. ✓
  - Directors do not have to take out personal loans ✓ to grow the business. ✓
  - Companies have a bigger potential to gain capital ✓ than any other form of ownership. ✓
- Sub-max (4)**

### **Life span and continuity ✓✓**

- A company has continuity of existence. ✓✓
  - Company shares can be transferred, ✓ bought, or sold. ✓
  - The life span of a sole proprietor and partnership is limited. ✓✓
- Sub-max (4)**

### **Taxation ✓✓**

- Companies have tax benefits that other enterprises do not have. ✓ They may obtain tax rebates if they are involved in social responsibility projects. ✓
  - Allowances made for companies such as tax-deductible ✓ business expenses are: Day to day expenses ✓ such as:
    - material and equipment costs, employee costs and administrative costs, business/office rental costs ✓
    - Capital expenses ✓
    - Education ✓
    - Entertainment ✓
    - Business start-up expenses ✓
- Sub-max (4)**  
**Max (24)**

## **5.3 Challenges of establishing a company**

- The owners of the company have more liability. ✓ Directors might not have a personal stake in the company. ✓
- If directors change, ✓ there might be a difference in the continuity of management. ✓
- Directors may not have a personal interest in the business, ✓ and this could prevent the business from gaining help to maximise growth and profits. ✓
- There may be a conflict between the owners of the company ✓ and the management in control. ✓
- Politics can get in the way and directors ✓ are appointed for the wrong reasons. ✓
- A company may cease to exist ✓ if it is deregistered by CIPC. ✓
- Directors who do not have a personal interest ✓ in the business might not attract investors. ✓
- The limited liability aspect of the company generates more paperwork ✓ in the registration process. ✓
- When directors change, ✓ there could be a lack of continuity in management. ✓
- Companies have more taxation requirements. ✓✓
- The more shares there are ✓ the less profit per share. ✓
- A company must submit a detailed report to all stakeholders ✓ at the end of each financial year. ✓
- A large amount of money is spent on financial audits ✓ and accounting fees because of government regulations. ✓
- Companies must disclose all financial information. ✓ This could provide their competitors with an unfair advantage. ✓
- State-owned companies often deliver non-profitable services ✓ that leads to the government losing money through the business. ✓

**Max. (8)**

### Meaning of MOI.

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

**Max.** (4)

### 5.6 Conclusion

- Form of ownership refers to the legal position of the business and the way it is owned. ✓✓
- An entrepreneur must decide which of the forms of ownership will best suit their type of business. ✓✓

**NOTE:** Consider any other relevant conclusion  
TWO marks awarded for ONE fact.

**Max.** (2)

<b>QUESTION 5: BUSINESS ENVIRONMENTS</b>		
Introduction	2	MAX 32
Procedure for formation	8	
Benefits of a company	24	
Challenges of a company	8	
MOI	4	
Conclusion	2	
<b>LASO</b>		
Layout	2	MAX 8
Analysis	2	
Synthesis	2	
Originality	2	
<b>TOTAL</b>		<b>40</b>

[40]

## QUESTION 6 BUSINESS OPERATIONS

### 6.1 Introduction

- Businesses use problem-solving as an instrument ✓ to determine if there are aspects within the business environment that needs to be changed. ✓
- This is done so that there is better control over the business environment, ✓ and to ensure that if there is anything that needs to be corrected, the solutions are found and implemented as quickly as possible. ✓

**NOTE:** Consider any other relevant introduction.  
ONE mark awarded per fact.

**Max** (2)

### 6.2 Conventional and non-conventional solutions

#### • Conventional solutions

- These are solutions ✓ that are believed and followed by everyone. ✓
- These solutions are what most people expect ✓ and they appear to be normal. ✓
- They focus on being relevant ✓ to a situation. ✓
- Usually, there is only one solution ✓ to each problem or challenge. ✓

**Sub-max** (4)

#### • Non-conventional solutions

- Non-conventional solutions are solutions that are not created as part of the norm, ✓ and which do not follow what is generally done or believed in. ✓
- These solutions are creative and unique ✓ and are usually a result of creative thinking. ✓
- They are often interrupted ✓ or changed by better ideas. ✓
- Diverse solutions may be applied ✓ to problems or challenges. ✓

**Sub-max** (4)

### 6.3 Application of the Delphi Technique

- Businesses should invite a panel of experts ✓ to study the complaints from customers. ✓
- Experts do not have to be in the same place ✓ and will be contacted individually. ✓
- A questionnaire consisting of questions on how to improve the quality of products or services ✓ must be designed and distributed to the panel members and experts. ✓
- The panel should respond to the questionnaire individually ✓ to suggest improvements to the products and then return them to businesses. ✓
- The responses from the experts must be summarised ✓ in a feedback report. ✓
- The feedback report and a second set of questions or questionnaires ✓ based on the feedback report must be sent to the panel members. ✓
- The panel members are requested to provide further input or ideas on how to improve the quality of products or services ✓ after they have studied the results and documentation. ✓
- A third questionnaire ✓ based on previous feedback from the second round is distributed to panel members and experts. ✓
- A final summary or feedback report ✓ with all the methods to improve the quality of products or services is prepared. ✓
- After consensus has been reached, ✓ the best solution is chosen. ✓

**Max** (14)

#### 6.4 Importance of stress management

- If stress is not managed effectively, it can result in absenteeism, ✓ poor performance of staff, conflict, grievances and complaints, amongst other things in the workplace. ✓
- Stressed employees are more likely to miss work ✓ because they cannot cope, or because of serious health problems ✓.
- Managing workplace stress will minimise absenteeism ✓ and maintain productivity in the workplace. ✓
- Workers who suffer from stress often make poor decisions ✓ and errors of judgement in times of crisis, and this could result in unforeseen emergencies. ✓
- Grievances or complaints that lead to staff turnover ✓ can be addressed if stress is well-managed. ✓
- Conflict and interpersonal problems ✓ can be avoided if stress is managed at the workplace. ✓
- Having stressed and tired employees serving the public ✓ may lead to poor service and unhappy customers and can be avoided through good stress management. ✓
- Stressed employees are more likely to cling to the old ways of doing things by resisting change, ✓ but this can be managed through proper management of stress. ✓
- Constant stress can cause many problems for a business ✓ since it can become an unhealthy working environment. ✓
- Too much stress can become a barrier to success ✓ and lower the performance of employees. ✓

**Max** (12)

#### 6.5 Ways employees manage stress

- Be aware of what they require in order to complete their daily tasks at work. ✓ Self-awareness will assist employees to minimise stress. ✓
- Consult their work schedule to identify potential stressful situations ✓ and make changes to the schedule where possible. ✓
- Ensure that effective time management strategies are practiced. ✓✓
- Try to avoid conflict situations with co-workers. ✓✓
- It is important to get enough sleep ✓ and rest to perform work tasks efficiently. ✓
- Take regular breaks to relax and recharge. ✓✓
- Follow a balanced lifestyle by eating healthily, ✓ exercising and participating in activities that promote relaxation. ✓

**Max** (10)

#### 6.6 Conclusion

- Stress can be defined as a mental state or emotional strain or tension ✓ resulting from negative or demanding circumstances. ✓
- The strain that an individual is placed under can affect their ability to remember information ✓ and can affect their attention span and overall efficiency in the workplace. ✓

**NOTE:** Consider any other relevant conclusion  
TWO marks awarded for ONE fact.

**Max.** (2)



<b>QUESTION 6: BUSINESS ENVIRONMENTS</b>		
Introduction	2	MAX 32
Conventional & non-conventional	8	
Delphi Technique	14	
Importance of Stress Management	12	
Ways employees manage stress	10	
Conclusion	2	
<b>LASO</b>		
Layout	2	MAX 8
Analysis	2	
Synthesis	2	
Originality	2	
<b>TOTAL</b>		<b>40</b>

[40]

**TOTAL SECTION C: 40**

**GRAND TOTAL: 150**