



Province of the
EASTERN CAPE
EDUCATION

**NATIONAL
SENIOR CERTIFICATE**

GRADE 11

NOVEMBER 2020

**BUSINESS STUDIES P2
MARKING GUIDELINE
(EXEMPLAR)**

MARKS: 150

This marking guide consists of 32 pages.

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

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. Correct numbering of responses to questions is recommended in SECTION 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.
9. No additional credit must be given for repetition of facts. Indicate with an R.
10. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:
- 10.1 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.' ✓
- 10.2 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.
11. 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:

- 11.1 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.
- 11.2 Define, describe, explain, discuss, elaborate, compare, distinguish, compare, tabulate, differentiate, 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.

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

13. **SECTION B**

13.1 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.

13.2 If two facts are written in one sentence, award the candidate FULL credit. Point 13.1 above still applies.

13.3 If candidates are required to provide their own examples/views, brainstorm this to come up with alternative answers.

13.4 **Use of the cognitive verbs and allocation of marks:**

13.4.1 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 guidelines to facilitate mark allocation.

13.4.2 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.

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

14. SECTION C

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

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

14.2 Insight consists of the following components:

Layout/ Structure	Is there an introduction, body, proper paragraphs and a conclusion?	2
Analysis and interpretation	Is the candidate able to break down the question into headings/sub-headings/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? 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') 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. 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. 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.	2
Originality	Is there evidence of examples, based on recent information, current trends and developments?	2
TOTAL FOR INSIGHT:		8
TOTAL MARKS FOR FACTS:		32
TOTAL MARKS FOR ESSAY (8 + 32)		40

NOTE:

1. No marks will be awarded for contents repeated from the introduction and conclusion.
 2. The candidate forfeits marks for layout if the words **INTRODUCTION** and **CONCLUSION** are not stated.
 3. No marks will be allocated for layout, if the headings **INTRODUCTION** and **CONCLUSION** are not supported by an explanation.
- 14.3 Indicate insight in the left-hand margin with a symbol e.g. ('L, A, -S and/or O').
 - 14.4 The breakdown of marks is indicated at the end of the suggested answer/marking guidelines to each question.
 - 14.5 Mark all relevant facts until the SUBMAX/MAX mark in a subsection has been attained. Write SUBMAX./MAX. after maximum marks have been obtained but continue reading for originality "O".
 - 14.6 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

- 14.7 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 sub-headings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought.
(See MARKS BREAKDOWN at the end of each question.)
- 14.8 If the candidate identifies/interprets the question **INCORRECTLY**, then he/she may still obtain marks for layout.
- 14.9 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.

- 14.10 14.10.1 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.
- 14.10.2 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 business aims 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.
- 14.11 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**QUESTION 1**

- 1.1 1.1.1 D ✓✓
 1.1.2 A ✓✓
 1.1.3 C ✓✓
 1.1.4 B ✓✓
 1.1.5 B ✓✓
- (5 x 2) (10)

- 1.2 1.2.1 action plan ✓✓
 1.2.2 limited ✓✓
 1.2.3 affirmative action ✓✓
 1.2.4 good ✓✓
 1.2.5 problem-solving ✓✓
- (5 x 2) (10)

- 1.3 1.3.1 H ✓✓
 1.3.2 G ✓✓
 1.3.3 J ✓✓
 1.3.4 I ✓✓
 1.3.5 A ✓✓
- (5 x 2) (10)

TOTAL SECTION A: 30

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

SECTION B

Mark the first TWO answers only.

QUESTION 2: BUSINESS VENTURES

2.1. Sources of funding

- Equity capital/own capital ✓
- Debt/Borrowed capital ✓
- Grants from government/NGO's ✓
- Debenture ✓
- Lease/Hire purchase ✓
- Overdraft ✓
- Trade credit ✓
- Venture capital ✓
- Any other relevant answer related to the sources of funding.

NOTE: Mark the first THREE (3) only.

(3 x 1) (3)

2.2 Steps to follow when drawing up an action plan

- Summary of vision, mission, goals and objectives ✓✓
- Work Breakdown Structure ✓✓
- Action Step Chart ✓✓
- Timelines indicating targets and deadlines ✓✓
- Gantt Chart ✓✓

**NOTE: 1. Mark the first THREE (3) steps only.
2. Steps may be any order.**

Max. (6)

2.3 Forms of ownership

2.3.1 Personal liability company ✓✓ (2)

Motivation

Kamelisa Incorporation / Inc. ✓ (1)

Max. (3)

2.3.2 Public company ✓✓ (2)

2.3.3 Difference between *personal liability company* and *public company*

PERSONAL LIABILITY COMPANY	PUBLIC COMPANY
<ul style="list-style-type: none"> - May not offer shares ✓ to the general public. ✓ - Shares are not ✓ freely transferable ✓ - Minimum of one director. ✓ - Name must end ✓ with INC. ✓ - Annual financial statements need not be audited ✓ and published. ✓ - Does not need to publish a prospectus ✓ as it cannot trade its shares publicly. ✓ - The company is not required to raise ✓ the minimum subscription/issue minimum shares. ✓ - Any other relevant answer related to a personal liability company. 	<ul style="list-style-type: none"> - Trades its shares publicly ✓ on the Johannesburg Securities Exchange. ✓ - Shares are freely ✓ transferable. ✓ - Minimum of three directors. ✓ - Name must end ✓ with Limited/Ltd. ✓ - Annual financial statements need to be audited ✓ and published. ✓ - Have to register and publish ✓ a prospectus with the Companies and Intellectual Property Commission/CIPC. ✓ - Must raise a minimum subscription prior ✓ to commencement of the company. ✓ - Any other relevant answer related to a public company.
Sub-max. (4)	Sub-max. (4)

- NOTE:**
1. The answer does not have to be in tabular format.
 2. The distinction does not have to link but must be clear.
 3. Award a maximum of **FOUR (4)** marks if the distinction is not clear/mark either personal liability company or public company only.
- Max. (8)**

2.4 **Reasons why entrepreneurs may decide to purchase an existing business**

- Easier to raise finance ✓ if the business has a good history/image. ✓
- Immediate cash flow ✓ as there are already established customers. ✓
- Market research has already been done ✓ and there is an established customer base. ✓
- Distribution/Supply links/Staff/Network ✓ is/are already established. ✓
- A market for business products ✓ or services has already been established. ✓
- Existing employees and managers will have ✓ experience they can share. ✓
- Many business problems ✓ have already been solved. ✓
- Any other relevant answer related to reasons why entrepreneurs may decide to purchase an existing business.

Max. (6)

2.5 **Factors that must be considered before start-up**

FACTORS 2.5.1	IMPROVEMENTS 2.5.2
Customer service. ✓	<ul style="list-style-type: none"> - On-going efforts to satisfy customers. ✓ - Offering sales discounts/promotions. ✓ - Any other relevant answer related to an improvement of customer service as a factor to consider before the start-up of a business.
Cutting costs ✓	<ul style="list-style-type: none"> - Eliminate unnecessary waste and expenditure. ✓ - Hire trained and qualified employees. ✓ - Any other relevant answer related to an improvement of cutting costs as a factor to consider before the start-up of a business.
Sub-max. (2)	Sub-max. (2)

- NOTE:**
1. **Mark the first TWO (2) factors only.**
 2. **Award marks for the factor even if the improvement is incomplete/incorrect.**
 3. **Mark the first improvement of EACH factor only.**

Max. (4)

2.6 Factors to consider when preparing a presentation

- Know your audience and how best to communicate with them. √√
- Use simple language with clear short sentences. √√
- Clear purpose/intentions/objectives and main points of the presentation. √√
- Include visual aids/graphics that will consolidate the information. √√
- Proofread the report to ensure that it is error free. √√
- Use bright colours to increase visibility to attract audience attention. √√
- Structure information in a logical sequence, using bulleted facts. √√
- Use a legible font and font size. √√
- Select a suitable background so that the text could be easily readable. √√
- Add special effects and innovations/to give a different touch to the audience e.g. sound/animation. √√
- Any other relevant answer related to the factors that the presenter must consider when preparing a presentation.

Max. (8)

BREAKDOWN OF MARKS

QUESTION	MARKS
2.1	3
2.2	6
2.3.1	3
2.3.2	2
2.3.3	8
2.4	6
2.5	4
2.6	8
TOTAL	40

QUESTION 3: BUSINESS ROLES**3.1 Causes of conflict**

- Lack of proper communication between leaders and members ✓
- Differences in backgrounds/cultures/values/beliefs/language ✓
- Limited business resources ✓
- Different goals/objectives for group/individuals ✓
- Personality differences between group/individuals ✓
- Different opinions ✓
- Unfair workload ✓
- Ill-managed stress ✓
- Unrealistic expectations ✓
- Poor organisation/leadership/administrative procedures and systems ✓
- Confusion about scheduling/deadlines ✓
- Ignoring rules/procedures ✓
- Misconduct/Unacceptable behaviour ✓
- High/Intense competition/Competitiveness ✓
- Poor communication ✓
- Unclear responsibilities ✓
- Distracted by personal objectives ✓
- Constant changes in the workplace ✓
- Unfair treatment of workers/Favouritism by management/Discrimination ✓
- Lack of trust amongst workers ✓
- Any other relevant answer related to the possible causes of conflict in the workplace.

NOTE: Mark the first FOUR (4) causes of conflict only.

(4 x 1) (4)

3.2 External causes of change in the workplace

- Political factors, e.g. government policy and international trade relations. √√
- Social factors, e.g. poverty and unemployment, HIV/Aids. √√
- Economic factors, e.g. decrease/increase in the interest/inflation rate. √√
- Legal factors, e.g. changes to the law/passing new laws. √√
- Technological factors, advance in production techniques and ICT revolution. √√
- Market forces, e.g. new firms entering the market/introduction of new product/changes in pricing √√
- Any other relevant answer related to the external causes of change in the workplace.

NOTE: Mark the first TWO (2) only.

Max. (4)

3.3 Stages of team development

3.3.1 Storming √√ (2)

Motivation

During the meeting sessions, team members often question each other's ideas and opinions. √ (1)

Max. (3)

3.3.2 Other stages of team development

Forming stage √√

- Individuals gather information/impressions about each other/the scope of the task √ and how to approach it. √
- This is a comfortable stage √ to be in as the work has not yet started. √
- Individuals focus on being busy with routine tasks, √ such as team organisation/who does what/when to meet each other, √ etc.
- Individuals are motivated by the desire/drive √ to be accepted by fellow team members. √
- Team members can determine how each one, as an Individual, √ will respond under pressure. √
- Any other relevant answer related to forming stage in team development.

Stage (2)
Explanation (2)
Sub-max. (4)

Performing stage/Working as a team towards a goal √√

- Team members are aware of strategies √ and aims of the team. √
- They have direction √ without interference from the team leader. √
- 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. √
- Team members find ways √ to complete tasks without conflict/external supervision. √
- Any other relevant answer related to performing/working as a team towards a goal as a stage in team development.

Stage (2)
Explanation (2)
Sub-max. (4)

Adjourning/Mourning stage ✓✓

- 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 adjourning/mourning as a stage in team development.

Stage (2)
Explanation (2)
Sub-max. (4)

Norming/Settling and reconciliation ✓✓

- Team members come to an agreement ✓ and reach 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/settling and reconciliation as a stage in team development.

Stage (2)
Explanation (2)
Sub-max. (4)

NOTE: Mark the first TWO (2) only.

(4 x 2) (8)

3.4 **Advantages of working with others to solve problems**

- There is a collection of different perspectives ✓ can be viewed. ✓
- Access to a broader base of skills, knowledge ✓ and experiences. ✓
- Helps creative process to bounce idea off other ✓ and supportive. ✓
- Help to hear other people expressing ideas ✓ to get more ideas. ✓
- Learning from one another ✓ /group teach/explain one another. ✓
- Encourages the principle of synergy ✓ to produce greater results. ✓
- Workload decreases ✓ and everyone share the problem. ✓
- Any other relevant answer related to the advantages of working with others to solve problems.

Max. (4)

3.5 Problem-solving techniques

3.5.1 Delphi technique ✓✓ (2)

Motivation

The board of directors has decided to invite experts to address the challenge. ✓ (1)

Max. (3)

3.5.2 Meaning of Delphi technique

- Experts do not have to be in one place ✓ and will be contacted individually. ✓
- Design a questionnaire consisting of questions on how to improve the quality of their products ✓ and distribute it to the panel members/experts. ✓
- Request the panel to individually respond to the questionnaire/suggest improvements to the products ✓ and return it to the business. ✓
- Summarise the responses from the experts ✓ in a feedback report. ✓
- Prepare a final summary/feedback report with all the methods ✓ to improve the quality of the business's products. ✓
- The business chooses the best solution/proposal ✓ after reaching consensus. ✓
- Any other relevant answer related to the meaning of Delphi technique.

NOTE: Do not award marks for the response from the scenario.

Max. (6)

3.6 Ways in which professional, responsible, ethical and effective business practice should be conducted

- Businesses should treat all employees equally. √√
- Plan properly and put preventative measures in place. √√
- Pay fair wages/salaries which are in line with the minimum requirements of the BCEA/Remunerate employees for working overtime/during public holidays. √√
- Engage in environmental awareness programmes/Refrain from polluting the environment, e.g. by legally disposing of toxic waste. √√
- Refrain from starting a venture using other businesses' ideas that are protected by law. √√
- Business decisions and actions must be clear/transparent to all stakeholders. √√
- Businesses should be accountable /responsible for their decisions and actions/patent rights. √√
- Hiring honest/trustworthy accountants/financial officers with good credentials. √√
- Regular/Timeous payment of taxes. √√
- Draw up a code of ethics/conduct. √√
- Ongoing development and training for all employees. √√
- Performance management systems/Appraisals should be in place √√
- Adequate internal controls/monitoring/evaluation. √√
- Any other relevant answer related to ways in which professional, responsible, ethical and effective business practices should be conducted.

Max. (8)
[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2	4
3.3.1	3
3.3.2	8
3.4	4
3.5.1	3
3.5.2	6
3.6	8
TOTAL	40

QUESTION 4: MISCELLANEOUS TOPICS**BUSINESS VENTURES****4.1 Examples of non-verbal presentation**

- Data projector/PowerPoint ✓
- Overhead projectors ✓
- Interactive whiteboard/smart boards ✓
- Tables ✓
- Graphs/bar graph/line graph/histogram/pie graph ✓
- Diagrams ✓
- Illustrations/Pictures/Photographs/Scenarios ✓
- Written/Business report ✓
- Handouts ✓
- Any other relevant answer related to the examples of non-verbal presentation.

NOTE: Mark the first THREE (3) only. (3 x 1) (3)

4.2 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 and securities attached ✓✓
- Profits and losses with audited financial statements ✓✓
- 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.

Max. (8)

4.3 Business Avenues

4.3.1 Outsourcing ✓✓ (2)

Motivation

The transporting of furniture to the nearby villages is given to Dlamini Carrier Services. ✓ (1)

Max. (3)

4.3.2 Advantages of outsourcing

- The business is able to reduce costs ✓ by decreasing staff remuneration, control and operating costs. ✓
- The principal company is focusing on its core business ✓ by giving non-core functions to service providers. ✓
- Access to skilled labour ✓ and the job is done by highly skilled employees without being employed the business. ✓
- Business has access to resources and equipment for specific function, ✓ e.g. transport. ✓
- Decrease in fixed costs and overhead costs, ✓ more constancy with variable cost. ✓
- Production time is shortened ✓ and quality is improved. ✓
- Develop internal staff, ✓ as they will work with the outsource expert on a project. ✓
- Provides flexibility during peak times, ✓ e.g. outsourcing auditing and tax. ✓
- Any other relevant answer related to the advantages of outsourcing.

Max. (8)

BUSINESS ROLES**4.4 Examples of ethical business practices**

- Using fair advertising ✓
- Not using child labour ✓
- Treating all employees equally ✓
- Paying fair wages ✓
- Operating within the law ✓
- Business deals are conducted openly ✓
- Not engaging in illegal business practices ✓
- Ensuring that the environment is not polluted. ✓
- Adopting codes of good ethical practice. ✓
- Establishing corporate social responsibility initiatives. ✓
- Encouraging employees to adopt ethical behaviour. ✓
- Clients and employees' information is not disclosed/used for the benefit of the business. ✓
- Shareholders and employees personal interest and business interest do not conflict with one another. ✓
- Any other relevant answer related to the examples of ethical business practices.

NOTE: Mark the first THREE (3) examples only.

(3 x 1) (3)

4.5 Professionalism and ethics**4.5.1 Principle of professionalism**

- Act within the law ✓
- Safeguarding the confidentiality of clients' information ✓
- Use resources responsibly with due regard to the environment. ✓

NOTE: 1. **Mark the first THREE (3) only.**
2. **Award marks for the responses from the scenario only.**

(3 x 1) (3)

4.5.2 Differences between *professionalism* and *ethics*

PROFESSIONALISM	ETHICS
<ul style="list-style-type: none"> - Set of standards ✓ of expected behaviour. ✓ - Forms part of a code of conduct ✓ to guide employees to act professionally. ✓ - Focuses on upholding the reputation ✓ of a business/ profession. ✓ - Includes guidelines ✓ on employees' appearance/ communication/attitude/ responsibility, etc. ✓ - Used for the good ✓ of the employees/individuals. ✓ - Apply a code of conduct ✓ set by the profession or business. ✓ - Any other relevant answer related to professionalism in a business enterprise. 	<ul style="list-style-type: none"> - Conforms to a set of values ✓ that is morally acceptable. ✓ - Applying a code of conduct ✓ set by a profession or business. ✓ - Focuses on developing a moral compass ✓ to use in decision-making. ✓ - Involves following the principles of right or wrong ✓ in business activities/practices/dealings. ✓ - Acceptable ✓ to society/group/ community ✓ - Forms part of the employees' code of conduct ✓ to guide employees to act ethically. ✓ - Any other relevant answer related to ethics in a business enterprise.
Sub-max. (2)	Sub-max. (2)

- NOTE:**
1. The answer does not have to be in a tabular format.
 2. The differences do not have to be linked, but must be clear.
 3. Award a maximum of TWO (2) marks if the differences are not clear/Mark either professionalism or ethics only.

Max. (4)

4.6 Ways businesses can deal with change in the workplace

- Sound decision-making process, employees be part of planning the change through transparency and trust. √√
- Good communication by keeping employees informed of decision and anticipated changes. √√
- Interpersonal relationship through training workshops, courses to develop emotional intelligence, effective conflict resolution processes and investing in team development. √√
- Acknowledge that change is stressful by creating learning and empowering forums to cope with change. √√
- Anticipate future and current events and adapt in advance for the change. √√
- Any other relevant answer related to ways in which businesses can deal with change in the workplace.

Max. (8)
[40]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	3
4.2	8
4.3.1	3
4.3.2	8
4.4	3
4.5.1	3
4.5.2	4
4.6	8
TOTAL	40

TOTAL SECTION B: 80

SECTION C

Mark only ONE (the FIRST) answer in this section.

QUESTION 5: BUSINESS VENTURES**5.1 Introduction**

- A contractual obligation of a franchise is an agreement signed by a franchisor and franchisee. ✓
- Prospective franchisees need to do thorough research before entering into a franchise agreement. ✓
- A verbal presentation will focus on an oral/spoken presentation to the directors. ✓
- 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. ✓
- Choosing the most effective visual aids should capture the attention of the audience and support the logical flow of the presentation. ✓
- An effective presentation is one in which the desired outcome is achieved. ✓
- Business presentation on the performance and outcomes are often required on a written format. ✓
- Any other relevant introduction related to contractual obligation of a franchise/advantages and disadvantages of a franchise/visual aids/steps in report writing.

(Any 2 x 1) (2)

5.2 Contractual implication of a franchise business

- The obligations of the franchiser and franchisee, i.e. how the business will be operated ✓✓
- The establishment and identification of the franchiser's intellectual property assets which will be made available to the franchisee ✓✓
- The nature and extent of the rights granted to the franchisee ✓✓
- The period of agreement of any renewal rights ✓✓
- Royalties and service fees payable ✓✓
- Training and operational support provided by the franchiser ✓✓
- Termination clause and its consequences ✓✓
- Confidentiality clause ✓✓
- Tax requirements ✓✓
- Disclosure documents ✓✓
- Any other relevant answer related to the contractual implications of a franchise.

Max. (12)

5.3 Advantages and disadvantages of acquiring a franchise

Advantages

- 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.

AND/OR

Disadvantages

- Acquiring a franchise can be expensive, ✓ cost can be higher than expected. ✓
- The restriction in the agreement on how to operate, product you sell ✓ and which suppliers to purchase from. ✓
- Inflexible nature of a franchise, limit franchisee on how to expand ✓ and grow the franchise. ✓
- Bad performance by other franchisees ✓ may affect a franchise's reputation. ✓
- Buying a franchise is an on-going sharing of profit ✓ with a franchisor. ✓
- On-going franchisor monitoring becomes intrusive ✓ and go out of business. ✓
- It may be difficult to sell the franchise ✓ as franchisor may need to approve the new buyer. ✓
- Any other relevant answer related to the disadvantages of a franchise.

Max. (12)

5.4 Preparing visual aids

Transparencies/slides

- It can be prepared manually (OHP pens) ✓ or electronically on computer/copier. ✓
- Effective transparencies/projections should be clear ✓ and visible, e.g. large print, few words/lines. ✓
- Summaries/simple graphics/diagrams/processes ✓ may be explained easily on transparencies. ✓
- OHP transparencies ✓ can be used to reflect colour images. ✓
- Any other relevant answer related to how the presenter must prepare transparencies/slides.

Sub-max. (4)

Handouts

- Meaningful hand-outs may be handed out at the start of the presentation ✓ to attract attention/encourage participation. ✓
- Notes/Hard copies of the slide presentation can be distributed at the end of the presentation ✓ as a reminder of the key facts of the presentation. ✓
- Extra information, ✓ e.g. contact details/price lists may be handed out to promote the services of the business. ✓
- Useful information for improving the next presentation may be obtained, ✓ when the audience completes feedback questionnaires after the presentation. ✓
- It is easy to update hand-outs with recent information ✓ or developments. ✓
- Notes may be compared with electronic slides ✓ to validate the accuracy. ✓
- Any other relevant answer related to how the presenter must prepare handouts.

Sub-max. (4)

Posters

- It should be colourful/eye-catching/creative ✓ to support the core message of the presentation. ✓
- May contain large illustrations/pictures/features of the products/key concepts to emphasise detail, ✓ e.g. creative jewellery/unique features of the jewellery. ✓
- Can make impact when placed strategically ✓ in/outside the venue. ✓
- Useful in promoting the logo/vision ✓ of the business. ✓
- Any other relevant answer related to how the presenter must prepare posters.

Sub-max. (4)

Max. (12)

5.5 Steps in report writing

- Analyse the problem, prepare a written problem statement to clarify the task. √√
- Anticipate issues from the audience it could be distributed to people it was not intended for. √√
- 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: Steps may be in any order.

Max. (10)

5.6 Conclusion

- Franchise agreement outlines the roles and responsibilities between the franchisor and franchisee. √√
- Different range of franchise businesses creates huge revenue and employment. √√
- A well-prepared presentation creates a good impression and will attract potential investors. √√
- Effective presentation of business information is one of the key elements of communicating with various stakeholders. √√
- Any other relevant conclusion related to contractual obligation of a franchise/advantages and disadvantages of a franchise/visual aids/steps in report writing.

(Any 2 x 1) (2)
[40]

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max. 32
Contractual implication of a franchise business	12	
Advantages and disadvantages of acquiring a franchise	12	
Preparing of visual aids <ul style="list-style-type: none"> ○ Transparencies ○ Handouts ○ Posters 	12	
Steps in report writing	10	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis, interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

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

Allocate 0 marks where requirements are not met at all.

QUESTION 6: BUSINESS ROLES**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. ✓
- Solving problems requires businesses to apply creative thinking skills. ✓
- Crisis is an event that can harm the business's stakeholders/ its property, finances / its reputation. ✓
- Businesses must have disaster recovery plan to anticipate any event of crisis. ✓
- Any other introduction related to the causes of stress/advantages of creative thinking/the importance of stress management/ways in which businesses can deal with crisis in the workplace.

(Any 2 x 1) (2)

6.2 Causes of stress in the business environment

- 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 a 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 business environment.

Max. (12)

6.3 Advantages of creative thinking in the workplace

- Better/Unique/Unconventional ideas/solutions ✓ are generated. ✓
- May give the business a competitive advantage ✓ if unusual/unique solutions/ideas/strategies are implemented. ✓
- Complex business problems ✓ may be solved. ✓
- Productivity increases ✓ as management/employees may quickly generate multiple ideas which utilises time and money more effectively. ✓
- Managers/Employees have more confidence ✓ as they can live up to their full potential. ✓
- Managers will be better leaders ✓ as they will be able to handle/manage change(s) positively and creatively. ✓
- Managers/Employees can develop a completely new outlook, ✓ which may be applied to any task(s) they may do. ✓
- Leads to more positive attitudes ✓ as managers/employees feel that they have contributed towards problem-solving. ✓
- Improves motivation ✓ amongst staff members. ✓
- Managers/Employees have a feeling of great accomplishment ✓ and they will not resist/obstruct the process once they solved a problem/contributed towards the success of the business. ✓
- Management/Employees may keep up ✓ with fast changing technology. ✓
- Stimulates initiative from employees/managers, ✓ as they are continuously pushed out of their comfort zone. ✓
- Creativity may lead to new inventions ✓ which could improve the general standard of living. ✓
- Any other relevant answer related to the advantages of creative thinking in the workplace.

Max. (14)

6.4 The importance of stress management in the workplace

- 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 prevents conflict, distractions ✓ and builds teamwork by makes everyone life easier. ✓
- Increases the chances of meeting deadlines ✓ by identifying prior stressor. ✓
- Identifying a problem ✓ and resolving it, 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 workplace.

Max. (12)**6.5 Ways in which businesses can deal with crisis in the workplace**

- Businesses should respond appropriately and quickly to lessen the effects of the crisis situation. ✓✓
- Prevent/Try to stop the crisis from happening. ✓✓
- Assess/If the crisis happens, face up to it and quickly find out what has happened without over-reacting. ✓✓
- Plan/Identify and prioritise the actions required. ✓✓
- Evaluate the damage/situation. ✓✓
- Inform/Provide accurate and correct information. ✓✓
- Support/Guide others through the situation by providing training and support. ✓✓
- Resolve any conflict of interest. ✓✓
- Be sensitive to the people concerned. ✓✓
- Regain control/Manage the situation in a calm manner until the crisis is over. ✓✓
- Obtain expert advice if the crisis falls outside the business' scope of expertise. ✓✓
- Any other relevant answer related to ways businesses can deal with crisis in the workplace.

Max. (8)

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. √√
- Creative thinking can help to solve business problems successfully. √√
- Businesses must perform proactive crises management by forecasting potential risks and how to deal with it. √√
- Any other relevant conclusion related to the causes of stress/advantages of creative thinking/the importance of stress management/ways in which businesses can deal with crisis in the workplace.

(Any 2 x 1) (2)
[40]

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max. 32
Causes of stress	12	
Advantages of creative thinking	14	
Importance of stress management	12	
Ways in which businesses can deal with crisis	8	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis, interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL		40

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: 40
GRAND TOTAL: 150