higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

ENTREPRENEURSHIP AND BUSINESS MANAGEMENT N6

(First Paper)

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This marking guideline consists of 3 pages.

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SECTION A

QUESTION 1

1.1
- Managing and developing people
- Having a strategic focus
- Having effective operations
- Sufficient physical resource
- Having good customer relations (Any 3 × 1) (3)

1.2
- Rivalry among competing sellers in the industry
- Potential entry of new competitors
- Attempts of companies in other industries to win customers over to their own substitute products
- Bargaining power and pressure from suppliers
- Bargaining power and pressure from buyers (5 × 1) (5)

1.3 1.3.1 Broad-Based Black Economic Empowerment

1.3.2 Small, Medium and Micro-sized Enterprises

(2 × 2) (4)

1.4
- Specific
- Measurable
- Achievable
- Realistic
- Time-bound
- Written
- Comprehensive
- Flexible
- Acceptable
- Coordinated
- Prioritised (Any 5 × 1) (5)

1.5
- A bookkeeper/accountant can be subcontracted to do the payroll, tax returns, etc.
- A seasonal business, e.g. fruit farming, can sub-contract workers during the busy periods.
- A business can hire a consultant to train its staff.
- Maintenance can be sub-contracted, e.g. gardening, cleaning, etc. (4 × 1) (4)

1.6
- The consultant analyses and interprets the problems in a business.
- The consultant advises the client on alternative ways to solve a problem.
- The consultant uses his knowledge and experience to teach and instruct an entrepreneur in a new field of systems, methods and thoughts.
- The consultant innovates and initiates change and renewal in a business to find solutions for specific problems. (Any 2 × 2) (4)

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1.7
- Business functions within the framework of the political environment
- Government policies change with the change of guard in power
- Business is required to understand and follow such changes and to respect the orders that judiciary give from time to time (3 × 2) (6)

1.8
- Strategic alliances, mergers, acquisitions of businesses
- Diversification
- Collaboration with multi-nationals
- Restructuring of business activities
- Capital restructuring
- Customer focus
- Latest technology
- Compensation level and incentive schemes (Any 3 × 2) (6)

1.9
- The franchiser will control the quality and standard of the franchisee's business.
- The franchisee must pay the franchisor for the services provided and for the use of the company name (franchise fee and royalties).
- It is difficult to evaluate the franchisor. The franchisor's offer may not amount to what it appears on the surface.
- The franchisee will not be able to sell the franchised business to anybody without the approval of the franchisor.
- The franchisee may become too dependent on the franchisor and lose the personal drive needed to a build a successful business.
- Certain policies of the franchisor may affect the profitability of the franchise.
- The franchisor may take decisions on innovation or changes in the business which may turn out to be unsuccessful and to the detriment of the franchisee.
- The franchised business may lose its good name or brand image for reasons beyond the control of the franchisee. (Any 3 × 2) (6)

1.10
- Enabling the identification of opportunities and getting the advantage of the first move
- Helping in identifying threats
- Tapping useful resources
- Coping with rapid changes
- Assisting in planning and policy
- Improvement in performance (Any 5 × 1) (5)

1.11
- Scientific improvement
- Innovations (2 × 1) (2)

[50]

TOTAL SECTION A: 50
TOTAL: 50

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