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KWAZULU-NATAL PROVINCE
EDUCATION
REPUBLIC OF SOUTH AFRICA

CURRICULUM GRADE 10 -12 DIRECTORATE

NCS (CAPS) SUPPORT

JUST IN TIME DOCUMENT

BUSINESS STUDIES

TEACHER SUPPORT

GRADE 11

2024



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INFLUENCES AND CONTROL FACTORS RELATING TO THE BUSINESS ENVIRONMENTS

ACTIVITY 1

1.1.1 A√√

1.1.2 D √√

1.1.3 D√√

Activity 2.1

2.1.1 Components of Macro environment.

- Physical/Natural environment √
- Economic environment √
- Social/Cultural/Demographic environment √
- Technological environment √
- Legal/Political √
- Environmental/Global environment √
- Institutional environment √
- Technological environment √

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NOTE: Mark the first three

Note: Does not have to be in tabular format Max (3)

2.2

CHALLENGES 2.2.1	**BUSINESS ENVIRONMENTS 2.2.2**	**EXTENT OF CONTROL 2.2.3**
The employees of XT do not listen to management. √	Micro√	Full control√
Their supplier delivers late every month√	Market√	Partial/less/control √
XT is still using outdated technology. √	Macro√	No control√

NOTE:

1. **Mark the first challenge for each environment only.**
2. **If the business environment is not linked to the challenge, mark the challenge only.**
3. **Award full marks for the business environment even if the challenge is not quoted in full.**
4. **The extent of control must be linked to the business environment.**
5. **Do not award marks for the extent of control if the business environment is not mentioned.**
6. **Accept responses in any order.**

2.3 Explain reasons why the business has more control over the micro environment.

- The micro environment is an internal environment √
- and so a business can exercise full control over the challenges
- presented by it. √
- The business establishes and revises its vision, mission statement, goals, and objectives in√ line with current trends. √

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- It engages strategic management systems √and ensures that plans are implemented and revised when necessary. √
- The business establishes policies, procedures, and management structures √ that could move the business in the right direction. √
- It ensures that all the business' resources are used efficiently √and effectively to the benefit of the business. √
- It ensures that all employees understand the culture of the business, √and are working toward the agreed goals
- and values that accommodate all the stakeholders of the business. √
- The business leads employees, organising, directing and controlling their activities and their actions to√ achieve the goals and objectives of the business. √

(6)

2.4 Challenges of Micro environment.

2.4.1.1 Difficult employees√√

2.4.1.2 Lack of adequate management skills√√

2.4.1.3 Lack of vision and mission√√

2.4.1.4 Strikes and go-slows√√

2.4.1.5

CHALLENGES OF THE BUSINESS ENVIRONMENTS

QUESTION 1

1.1.1 C√√

1.1.2 D√√

1.1.3 A√√

1.1.4 B√√

1.1.5 A√√

(5 x 2) (10)

ACTIVITY 2

2.2

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CHALLENGES 2.1.1	BUSINESS ENVIRONMENTS 2.1.2	EXTENT OF CONTROL 2.1.3
Some of TB's employees are always late for work. √	Micro√	Full control√
The business has lost customers to star bakery√	Market√	Partial/less control √
TB had to replace some of its stolen equipment due to the high crime rate in their area. √	Macro√	No control√

2.3 Challenges caused by Political changes

- A change in government can result in political instability and scare away potential investors. √√
- A business that relies on imported/exported goods may be challenged by government's √√

(4)

2.4

BUSINESS ENVIRONMENT	EXTENT OF CONTROL
1. Micro√	Full Control√
2. Market√	Little/limited control√
3. Macro√	No Control√

ACTIVITY 3

Introduction

- Competition can take the business to the next level while striving to have a competitive advantage. √
- Ongoing market research should be conducted in order stay ahead of customers and understand their behaviour √

Strikes

- Temporary collective refusal of employees to work√√.

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- A collective, organised cessation of work by employees to force the employers to accept their demands√√
- Workers will not be fired if they participate in a protected strike√√

Go slows

- The employees still carry on with their work, but at a much slower pace than normal. √√
- The employees aim to disrupt the workplace production. √√
- Workers participating in a go-slow are often punished, sometimes fired√√

Globalisation/international challenges

- Globalisation refers to the exchange of products√/services/capital and labour across √boundaries/countries.
- Local businesses are competing with international businesses√ for local consumers√
- Businesses should be aware √of global networks and their effects.
- The overseas migration of skilled labour √can result in local skills shortage√
- This means more competition for businesses√ that are already under pressure to compete locally. √
- Some international businesses dump their product lines in South Africa at the price lower √than those at which local businesses can afford to sell them. shortage of supply √

Shortage os supply

- Businesses that experience shortage of supply√may lose customers as they may buy from other businesses. √
- Raw materials may be unavailable when drought√ cause poor harvest.
- Imported goods may not arrive when the country of origin has transport/ political problems√

Changes in consumer behaviour •

- A business is dependent on its customers√to purchase its products. •√
- Consumers are influenced by many factors√ and are mostly unpredictable in their buying behaviour. √
- Consumers' preferences and tastes can change √as fashions change and as technology advances. √
- Changes in consumer behaviour, spending habits, tastes and preferences√ present an ongoing challenge to businesses. • √

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- The challenges include keeping up with changes in consumer tastes√and demand by doing research, finding ways to influence consumer demand and conducting advertising campaigns/consumer surveys√
-

Ways in which businesses can overcome competition in the market

- Management must ensure that the business differentiates itself from the competitors by tapping into what the customer wants. √√
- Offering more personal services by being responsive to the customer's needs/ expectations. √√
- Offering low-cost extras such as improved credit terms/discounts/loyalty schemes etc. √√
- Charging the lower prices than that of the other businesses. √√
- Selling products of a superior quality/new products/services that the customers might be interested in. √√•
- By being the best employer that has well trained/knowledgeable staff members that create a better working atmosphere. √√
- Stepping up the marketing of the business by using promotional ideas such as posters or campaigns on social media. • √√
- Updating the image of the business such as painting the front of the premises/making the business look modern/inviting. √√
- Keeping up with developments in the sector of the business sector, following consumer trends/investing in new technology. √√
- Improving on customer services and keeping them happy√√

Conclusion

ADAPTING TO CHALLENGES IN THE BUSINESS ENVIRONMENTS

ACTIVITY 1

1.1.1 B √√
1.1.2 A √√
1.1.3 D √√
1.1.4 C √√
1.1.5 A √√

(5 x 2) (10)

ACTIVITY 2

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2.1 Projects that can be undertaken by businesses as part of social responsibility

- Businesses must allow employees to get involved in social development programmes. √√
- Businesses must protect the environment and participate in community upliftment programmes√√
- Engage in environmentally friendly campaigns such as recycling or re-using scarce resources. √√
- Businesses must support less fortunate people, by providing donations to charity organisations. √√
- They can also engage in economic development and provide education on HIV/AIDS awareness programmes. √√
- Any other relevant answer related to projects that can be undertaken by businesses as part of social responsibility.

NOTE: Mark the first TWO (2) only. (4)

2.2.1 Persuasion of large investors. √√

2.2.2 **Other ways businesses can form power relationships**

Strategic alliance/Partnership agreements√√

- Businesses form partnership agreements to benefit from each other's involvement. √
- These partnership alliances help parties involved to benefit in infrastructure development and scarce skills. √
- These alliances are designed to build on the expertise of each partner and on how they complement one another. √
- Any other relevant answer related to strategic alliance/Partnership agreements.

Heading (2)
Explanation (1)
Sub max (3)
Max (6)

Note: Mark the first TWO only.

2.3 Ways business can have a direct influence on the environment

- Businesses need to be flexible by getting involved in research/development so that they

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can continue to operate. √√

- They can influence their suppliers by signing long-term contracts for their raw materials at fixed prices. √√
- They can also influence their customer base by creating new uses of a product, taking customers away from competitors, finding new customers, and convincing them that they need the new product. √√
- They can influence regulators through lobbying and bargaining and can influence their owner's using information contained in annual reports. √√
- Any other relevant answer related to ways business can have a direct influence on the environment. √√ **Max (4**

ACTIVITY 3

3.1 Introduction

- Networking should be used by businesses to get their specific needs met. √
- Businesses must be aware of the different types of lobbying and use it to their advantage. √
- Businesses that can adapt to challenges that they face will always be successful. √
- There are many benefits for businesses, if they embark on social responsibility programmes. √
- Any other relevant introduction related to advantages of networking/types of lobbying/ways in which businesses can adapt to challenges of the business environment/benefits of social responsibility projects for businesses.

(2x 1) (2)

3.2 Advantages of networking

- Businesses can attract new customers resulting in increased market share and profitability √√
- Networking can be an excellent source of new perspectives and business ideas. √√
- Allows managers to build new business relationships and generate new business opportunities. √√
- Plays a role in the marketing and expansion of a business √√
- Assists businesses in making future business decisions √√
- Businesses can gain support when representation to various authorities is planned. √√
- Any other relevant answer related to advantages of networking.

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Max (10)

3.3 Ways in which business can adapt to challenges of the business environment

3.3.1 Information management√√

- Businesses need to implement an effective information management system√ that is accessible and useful to all members of staff. √
- The information must be found/recorded/stored/easily retrieved √and effectively used. √
- Large capital should be invested into information technology (IT) systems√ to update business operations. √
- Modern IT solutions enable businesses to√ satisfy customer needs more efficiently. √
- The business may then benefit√ from an increase in market share and profitability. √
- Any other relevant answer related to information management.

Heading (2)
Explanation (2)
Sub max (4)

3.3.2 Strategic responses√√

- Strategic response refers to how businesses respond to challenges fr√om both internal and external environments by putting proper plans in place. √
- Management needs to design strategic responses to various challenges√ by analysing all information, and identifying the stakeholders involved. √
- Businesses must have a clear understanding o√f each stakeholder's viewpoints and requirements. √
- Businesses need to be aware of new competitors in the market√ and be able to strategically respond to their existence. √
- Businesses must develop strategic plans t√o remain sustainable in a competitive market. √
- Effective strategic responses assist businesses to identify, √minimise and eliminate challenges. √
- Any other relevant answer related to strategic responses.

Heading (2)
Explanation (2)
Sub max (4)

3.3.3 Organisational design and flexibility√√

- Organisational design describes how a business is structured √and how it

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communicates its culture. √

- It focuses on ensuring that the structure of the business√ is aligned with its objectives√
- It involves the process of integrating the people/information/technology√ within an organisation to improve efficiency. √
- Businesses need to be flexible in their organisational design√ so that they can adapt easily to challenges of business environments√
- The management structure of a business should reflect the environmental conditions√ that the business experiences. √
- Any other relevant answer related to organizational design and flexibility. √

Heading (2)
Explanation (2)
Sub max (4)

3.3.4 Direct influence on the environment and social responsibility√

- Businesses need to investigate alternative environmentally friendly√ production techiques and create environmental awareness. √
- Businesses can form joint ventures with other businesses and the government√ to protect the environment through conservation and preservation. √
- Businesses also need to implement sustainable CSI programmes √in order to improve the communities in which they operate. √
- Any other relevant answer related to direct influence on the environment and social responsibility.

Heading (2)
Explanation (2)
Sub max (4)
Max (12)

Note: Mark the first THREE only.

3.4 Types of lobbying

3.4.1 Hedging against inflation

- Hedging is a method that businesses use t√o try and reduce risk when they are unsure about possible price increases. √

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- Businesses use hedging to protect t√heir financial investments by spreading the risk. √For example, they invest surplus funds so that its value grows at a faster rate than inflation.
- They can hedge against inflation by investing their surplus assets or money √in investments with intrinsic value, for example, gold, oil, and property. √
- Businesses use hedging by buying bonds, shares, property, √or buying precious metals like gold to protect capital from the effects of inflation. √
- Any other relevant answer related to Hedging against inflation.**sub max (6)**

3.4.2 Bargaining sessions between management and unions

- These sessions enable employees to negotiate with employer√s as a group to protect employees' rights and prevent labour strikes√
- Businesses make sure that their representatives are trained/skilled √to negotiate on their
- behalf. √
- The purpose of bargaining sessions√is to find a win-win situation for all parties. √
- Management will try to convince the union √to accept its proposal and the union will try to persuade management to accept their demands. √
- The outcome of a successful bargaining session√can protect the business from the negative impact of strikes and loss in productivity√
- Businesses need to be fair/transparent to establish√ trust and good communication with
- unions. √
- Any other relevant answer related to bargaining sessions between management and unions.

Sub max (8)

Max (14)

3.5 Benefits of social responsibility projects for businesses

- Increases employees' morale and job satisfaction when they are involved in social responsibility programmes√√
- Businesses can use CSR/CSI projects as a marketing strategy to promote their products. √√
- CSI helps to attract investors because of increased profits/income. √√
- Promotes customer loyalty resulting in more sales. √√

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- May attract experienced employees/increase the pool of skilled labour, which could increase productivity. √√
- Positive/improved image as the business looks after employees/responsibly conducts itself. √√
- A business may have a competitive advantage, resulting in good publicity/an improved reputation. √√
- The business enjoys the goodwill/support of communities. √√
- Any other relevant answer related to benefits of social responsibility projects for businesses.

Max (10)

3.5 Conclusion

- Businesses should network with other businesses to gain more information. √√
- Implementing the different types of lobbying can assist businesses in adapting to certain challenges. √√
- Businesses must be able to adapt to the challenges of the business environment in order to be sustainable in the future. √√
- Being involved in social responsibility projects is an advantage for businesses. √√
- Any other relevant conclusion related to advantages of networking/types of lobbying/ways in which businesses can adapt to challenges of the business environment/benefits of social responsibility projects for businesses.

CONTEMPORARY SOCIO-ECONOMIC ISSUES

SECTION A

ACTIVITY 1

1.1

1.1.1 B √√

1.1.2 D √√

1.1.3 A √√

1.1.4 B√√

1.1.5 A√√ (10

1.2

1.2.1 E√√

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1.2.2 F√√

1.2.3 A √√

(6)

ACTIVITY 2

2.1 Meaning of lockout

- A lockout occurs when an employer locks out employees of a workplace. √√
- Employers often lock employees out during a strike to ensure the safety of their premises, equipment and working conditions√√
- A lock out is legal if it complies with the requirements of the Labour Relations Act√√

Ma(2)

2.2

2.2.1 Identification and motivation of the socio-economic issues

SOCIO-ECONOMIC ISSUES	MOTIVATION
1. Inflation√√	The production level of GM has declined due to general increase in prices of fabric. √
2. Population growth√√	GM is under strain due to increased number of people who require support from government. √
Sub-max (4)	**Sub-max (2)**

Max (6)

NOTE:

1. **Award marks for the socio-economic issues even if the motivation is incomplete.**
2. **Do not award marks for the motivation if the socio-economic issues were incorrectly identified.**

1.2.2 Negative impact of any ONE socio-economic issues identified in QUESTION 2.2.1

Negative impact of inflation

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- Businesses sales will decrease√ because of reduced consumer spending on goods and services. √
- Businesses will have less money to spend on producing goods√ if the cost of raw materials increases. √
- Reduced sales figures √could lead to the businesses implementing cost saving models. √
- Any other relevant answer related to the negative impact of inflation on businesses. **Max (4)**

OR

Negative impact of population growth

- A high population growth may put strain on the natural resources of the country.
- The economy may also be put under strain√ because of an increasing number of individuals who require support from the government√.
- As the population of South Africa continues to grow√, businesses are challenged to provide goods and services to meet consumer demands√.
- This may place a lot of financial strain√ on businesses. √
- Any other relevant answer related to the impact of population growth on businesses. **Max (4)**

Negative impact of piracy

- Businesses suffer substantial losses in revenue√ because of the illegal reproduction of artists', music, movies and branded clothing. √ •
- Unlawful copying and streaming of movies and television series√ lead to a decline in the sales and profits for the business√. •
- Artists may see no value in producing a new set of music or movies√ because of the reduced sales√.
- This may affect the artist's √and producer's productivity levels√
- Any other relevant answer related to the negative impact of piracy on businesses. **Max (6)**

2.3

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STRIKES	GO-SLOWS
• Temporary collective refusal of employees to work. √√	• The employees still carry on with their work, but at a much slower pace than normal. √√
• A collective, organised cessation of work by employees to force the employers to accept their demands√√	• The employees aim to disrupt the workplace production.
• Workers will not be fired if they participate in a protected strike√√ **Sub max 4**	• Workers participating in a go-slow are often punished, sometimes fired√√ **Sub max 4**

Max 8

Note: Mark the first Two differences

2.4.1

SOLUTIONS TO PIRACY	MOTIVATIONS
1. Patent√√	Menziwa entertainment applied for a licence that will prevent other business from producing and sell their product. √
2. Trademark√√	They also created a logo that identifies their products√

Note

1.award marks for a solution even if the motivation is incorrect
2.do not award marks for the motivation if the solution is incorrectly identified

2.3.2 Solutions to piracy

2.3.2.1 Patent

- A patent prevents other businesses/people not to produce√ and sell the same product/ specific service. √

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- Businesses can take out a patent for new inventions√ and include a sample of their invention with application. √
- They must register a patent√ with the patents office in South Africa. √
- The invention must comply √with Patent Act No. 57 of 1978. √
- They can bring legal proceedings√ against anyone who uses the invention.√ **Max [4]**

2.3.2.2 Copyright

- Businesses can sue someone √who infringes the copyright. √
- They can also sue someone √who sells or distributes works that he/she knew were infringements of copyright. √
- They can take legal action against people√ who copy their products.

Max [4]

2.4 Negative impact of piracy on businesses

Impact of piracy on businesses

- It can undermine the music/movie industry√ as they lose money√.
- Drives up the prices of products √in order to compensate for the loss in sales. √
- Leads to job losses√ in the industry√
- The music industry feels reluctant to develop new talents√ as the element of risk is too high. √
- May cause damage to the value √of the businesses√.
- The businesses lose out on sales √and income which in turn threatens industry√
- The businesses lose out on productivity √and profits. √

SECTION C

ACTIVITY 3:

3.1 Introduction

- Trade unions exists to protect and further interests of their members by negotiating over working conditions. √

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- They play an important role in employment law by advocating for workers' rights, promoting fair practices, and contributing to the development and implementation of workplace regulations. √
- The Labour Relations Act encourages fair labour practice for employees. √
- Piracy has a negative economic impact that trickles all the way down from the content creator and host to the employees of affected businesses. √
- Any other relevant introduction related to the roles/functions of trade unions/types of industrial actions and the purpose of Labour Relations Act.

Any (2 × 1) (2)

3.2 Roles of trade unions.

- The main role of trade unions is to represent staff members√ in the workplace√.
- Trade unions advocate that the economy should support the working class√ and the poor. √
- Hold discussions on poverty reduction programmes, reasonable income levels√ and job creation strategies with employers√.
- Trade unions ensure that poverty levels in the country are kept low √ through fights against reckless retrenchment processes by employers√.
- They highlight the need for job creation√ in the country√.
- Any other relevant answer related to the roles of trade unions.

Max (10)

3.3 Functions of trade unions

- Trade unions represent and protect their members√ against unfair labour practices in the workplace√.
- They empower employees about their rights in the workplace√ and how to apply these rights√.
- They represent employees in meetings with their employers√ when they face workplace grievances and disputes. √
- Trade unions negotiate for better working conditions, salary or wages √and other benefits to improve the standard of living for workers. √
- Employees are protected from unfair dismissals√ and labour practices√.
- They may take legal action √on behalf of their members when necessary. √

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- Any other relevant answer related to the functions of trade unions.

Max (14)

3.4 Purpose of the Labour Relations Act

- The act provides the structure for governing the relations between an employer and their employees. √√
- It encourages collective bargaining processes to take place in the workplace √√
- It also encourages the establishment of workplace forums to support employees in decision-making. √√
- The act further encourages fair labour practices between the employer and its employees. √√
- It makes provision for the establishment of the Labour and Labour Appeal Courts and allows for the establishment of the Commission for Conciliation, Mediation and Arbitration (CCMA) for dispute resolutions. √√
- The transfer of employment contracts between the existing and new employers are explained. √√
- Any other relevant answer related to the purpose of Labour Relations Act.

Max (12)

3.5 Negative impact of piracy on businesses.

- It can undermine the music/movie industry √as they lose money√.
- Drives up the prices of products to compensate for the loss in sales.
- Leads to job losses √in the industry. √
- The music industry feels reluctant to develop new talents√ as the element of risk is too high. √
- May cause damage √to the value of the businesses. √The businesses lose out on sales √and income which in turn threatens industry√.
- The businesses lose out√ on productivity and profits. √ **Max (10)**

3.4 Conclusion

- Businesses should address employees' concerns to prevent unnecessary strike actions. √√
- Trade unions are to emphasise the plight of the poor by calling for job creation
- LRA is instrumental in maintaining good relations between the employers and the employees in the workplace. √√

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- Businesses should put measures in place to ensure that the artists rights to their work are not violated and that they are compensated fairly. √√
- Any other relevant introduction related to the roles/functions of trade unions/types of industrial actions and the purpose of Labour Relations Act. **Any 1 (1 × 2) (2)**

[40]

BREAKDOWN OF MARK ALLOCATION		
DETAILS	**MAXIMUM**	**TOTAL**
Introduction	2	**Max 32**
Roles of trade unions	10	
Functions of trade unions	14	
Purpose of the Labour Relations Act	12	
Negative impact of piracy on businesses	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 some requirements are met.

Allocate 0 marks where requirements are not met at all.

BUSINESS SECTORS

ACTIVITY 1

1.1.1 C√√

1.1.2 D√√

1.1.3 D√√

1.1.4 D√√

1.1.5 C√√

1.2

1.2.1 B√√

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1.2.2 F√√

1.2.3 A√√

1.2.4 C√√

1.3

1.3.1 services √√

1.3.2 primary √√

1.3.3 farming√√

1.3.4 secondary √√

2.1

2.1.1 Tertiary Sector√√

2.1.2 Primary sector√√

2.1.3 Tertiary sector√√

2.1.4 secondary sector√√

2.1.5 Secondary sector√√

2.1

BUSINESS SECTORS	**MOTIVATION**
Tertiary√√	Dimakatso fashions sells ladies and kiddies fashionable clothing√
Secondary√√	DF buys clothing items from Mohamed Manufacturers√
Primary√√	MF acquires raw materials from Tinky Cotton Farms√

(9)

1.4.1 Interrelationship between primary, secondary and tertiary sectors

- The primary sector extracts the raw materials and pass them to the secondary sector. √√
- The secondary sector transforms the raw materials into products and pass them to the tertiary sector. √√
- The tertiary sector sells the product and supports the activities of the other two sectors. √√

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- Business sectors are therefore interrelated and are connected with each other. √√

Max [6]

MARKETING FUNCTION

ACTIVITY 1

1.1.1 C√√

1.1.2 B√√

1.1.3 D√√

1.1.4 C√√

1.1.5 D√√

1.2

1.2.1 Promotional√√

1.2.2 Marketing √√

1.2.3 Indirect √√

1.2.4 Publicity√√

1.1.5 Target market √√ **(2x5=10)**

1.3

1.3.1 D√√

1.3.2 G√√

1.3.3 A√√

1.3.4 C√√

1.3.5 B√√

ACTIVITY 2

2.1 Types of packaging

- Packaging for immediate use√
- Packaging for double use √
- Packaging for resale √
- Kaleidoscopic/frequently changing packaging√
- Specialty packaging√
- Combination packaging√

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- Any other relevant answer to the types of packaging

Max(3)

Note: Mark the first three

2.2 Meaning of intermediaries

- All the people that fall into the distribution process between the producer and the consumer√√
- They are middlemen and act as negotiators and mediators between the producer and the consumer√√
- Intermediaries can be wholesalers, retailers, agents and brokers√√.
- They are responsible for the transportation, storage and delivery of the goods and services. √√
- (max2)

2.3 Marketing activities

2.3.1 Standardization and grading√√

2.3.2 Storage√√

2.3.3 Risk bearing√√

2.3.4 Financing√√ (8)

2.4

2.4.1Speciality goods√√

Their customers are prepared to spend considerable amount of time shopping. √

(9)

2.5.1 **Demand for the product**

- The higher the demand, the higher the product volume. the lower the Input cost, the lower the final price√√

2.5.2 **Target market**

- Income level of the target market√√ (4)

2.6.1 Discount vouchers√√

Free gift vouchers√√

2.6.2 2 **Examples of sales promotion**

- Many shops offer special offers√√
- Buy One, get One Free promotions √√
- Money-off coupons √√
- Joint promotion to encourage customers to purchase their brands. √√

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- Loyalty cards e.g. Pick n Pay offers the smart card and Clicks the Club Card etc. √√
- Free gifts or accessories when buying a product√√
- Bonus pack e.g. larger items are sold at the price of the smaller item√√
- Competitions linked to buying a product√√
- Charity promotions e.g. donations√√
- Point of sales displays that show off the product and a free product samples√√
- They improve overall brand awareness of the business with existing and new √√

2.5 potential customers and reconnect with the existing target market.

2.7**.2 The purpose of sales promotion**

- Inform consumers about the product. √√
- Persuade potential customers to buy the product now rather than later√√.
- Remind the target market of the availability of a product. √√
- Increase the sales of a product or service. √√
- Introduce new products or to extend the product life cycle√√

2.8.1

EXAMPLE OF PUBLICITY	**MOTIVATION**
1.web-based media√√	The business gain publicity on social media√
2.Direct mail√√	KC completions are used to generate interest in business and its product and service. √

2.8.2 Role of the public relations in publicity

- Public relations aim to present a favourable image of the business√ and its products or service. √
- Many businesses outsource the PR function√ to an outside agency to take advantage of their specialised knowledge. √
- The PR department builds good√ relationships with representatives of the media and press. √
- They keep the media informed of news about product launches and √opening of new factories or shops for the attention of the public. √
- The Public Relation function supports marketing efforts√ to establish and build a brand identity. √

2.9

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2.9.1 Direct Distribution channel√√

2.9.2 Manufacturer/Producer→retailer→consumer√√

2.9.3 Manufacturer/Producer→agent→wholesaler→ retailer→ consume√√r

2.9.4 Manufacturer/Producer→agent→wholesaler→ retailer→ consume√√

ACTIVITY 3

3.1 **Introduction**

- A trademark creates a sense of security and consistency for customers√
- There are different types of packaging that the business can use for different purposes that are suitable for each product √
- Pricing specifies what and how the business will work out the pricing of its product √ (2)

3.2 **Meaning of trademarks**

- A trademark is the name/logo/symbol used by a manufacturer/business to differentiate its products/business from competitors. √√
- A trademark is officially registered and protected by law from unauthorized use√√
- It is a registered mark that a manufacturer puts on its products to distinguish its products from other manufacturers. √√
- Once a trademark has been registered, it may only be used by the person/business that registered the trademark √√ **max (8)**

3.3 **Purpose of packaging**

- Packaging is needed to contain the item or product√√.
- Protects the product from breakage, germs, moisture or spoilage. √√
- Promotes the product by indicating the brand and trademark of the company and product. √√
- Prevent tampering or theft of a product. √√
- Improves convenience in use or storage of a product√√
- Contains information about the product, including uses, any harmful warnings or dosage requirements. √√
- Make product easier to identify. √√
- Differentiates the product from other competing products. √√
- Attracts attention to show value of the product as a marketing tool√√

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- Links the product to the promotion strategy used to promote the product. √√
- Reduces storage costs by minimizing breakage√√

max (12)

3.4 The importance of pricing

- The pricing process needs to consider flexibility/discount/territory/life cycle status/allowance. √√
- Pricing affects the number of products that an enterprise is able to sell, which in turn, affects profitability.√√
- The price of a product can influence the consumers' attitude towards the product or the brand. √√
- If the price is believed to be too high, fewer consumers may buy the product. √√
- If the price is too low, consumers may perceive the good as being of poor quality. √√
- The pricing policy should explain when and to whom discounts will be granted.√√
- The price of a product must make provision for transport costs.√√
- The price of a product must make provision for VAT. √√
- Low sales result in stockpiles of unsold product that have to be stored and not repaying the cost of manufacturing that product. √√

Max 16

3.5 **Pricing techniques**

3.5.1 **Cost-based/orientated pricing**

- Involves setting the price of a product based directly on its cost. √√
- The business calculates the cost of producing one unit of the product, called unit cost, and then adds a standard mark-up to obtain the price.√√
- The costs of production and supply are calculated and a suitable profit margin is added to determine the selling price.√√

3.5.2 **Mark-up pricing**

- It is calculated as a percentage√√
- This percentage is calculated from the cost per unit. √√
- It is when companies set certain targets to achieve. √√
- Based on what the business believes customers are prepared to pay. √√

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- The perception of the product it wants to create in the customers' mind. √√

3.5.3 **Competition based/orientation pricing**

- Sets its price based on what competitors are charging customers. √√
- This approach is also called going rate pricing or competitive pricing. √√
- The more competition in the market, the lower prices are likely to be. √√
- If the price is set at a higher level than of competitors, consumers must be convinced that the good is better in terms of quality and usefulness. √√

3.5.4 **Promotional pricing**

- Businesses offer sales or special offers to attract customers √√
- It is used when the price is lowered for a short period of time. √√
- At certain times of the year, end of season ranges or old stock may be sold off at discount prices. √√

Penetration pricing √√

- Products are sold at very low prices to attract consumers when the product is introduced to the market √√
- The aim is to convince the customers to buy a product. √√
- As soon as the introductory offer is over, the price is increased. √√
- It is often used for new products and it is not a profitable long-term marketing strategy.

Psychological pricing √√

- This strategy is used when the business wants the consumer to respond on emotional basis rather than a rational one√√
- It is used to give an impression that an item is cheaper than it really is. √√

Bait pricing√√

- Prices are usually set lower than the items cost price to attract customers. √√
- It is used to attract customers into a shop to buy the product and other items. √√

Price skimming

- Prices attached to a new innovative product that is considered unique and prestigious. √√
- Higher prices are charged to test the demand. √√

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- There are consumers who are prepared to pay higher prices, because such inventions have prestige value√√
- As the product gains popularity, the price of the product is gradually reduced
- Price skimming can be successful and profitable in the short term √√

4 **The importance of pricing**

- If the price is believed to be too high, fewer consumers may buy the product. √√
- If the price is too low, consumers may perceive the good as being of poor quality.√√
- The pricing policy should explain when and to whom discounts will be granted.√√
- The price of a product must make provision for transport costs. √√
- The price of a product must make provision for VAT. √√
- Low sales result in stockpiles of unsold product that have to be stored and not repaying the cost of manufacturing that product. √√

Conclusion

- Different types of pricing techniques helps the businesses to correctly determine the price without having to make a loss √√ (2)

DETAILS	MAX	TOTAL
Introduction		
Requirements of good trademark	8	32 max
Purpose of packaging	16	
Pricing techniques	16	
Importance of pricing	8	
Conclusion	2	
Layout	**2**	
Analysis	**2**	**8**
Synthesis	**2**	
Originality 2		
Total		**40**

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PRODUCTION FUNCTION

MARKING GUIDELINES

ACTIVITY 1

1.1.1 B√√

1.1.2 D√√

1.1.3 A√√

1.1.4 A√√

1.1.5 B√√

1.2.1 Quality Control√√

1.2.2 Routing√√

1.3

1.3.1 G√√

1.3.2 F√√

1.3.3 A√√

1.3.4 D

ACTIVITY 2

2.1 Meaning of production planning

- Refers to setting goals for the production department√ and establishing policies/programmes and procedures to achieve these goals√
- It aims at decreasing cost and time√ and increasing output by organising the resources and workplace to maximise efficiency. √
- Production planning involves everything from the individual roles of staff, √ordering of stock, to the final delivery to the customer. √
- Planning is done due to constant changes√ in the manufacturing process. √

2.2.1

- The production manager ensure that wastage and unnecessary storage costs are reduced service. √
- NM also ensure that it has they have correct amount of supplies and stock at a given time√

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2.2.2 Advantages of production planning

- Planning process involves quality checks√ and ensures that the correct quality is reached in the shortened possible time. √
- Planning allows an entrepreneur to ensure that every machine and worker is used√ to their full capacity and not left with nothing to do. √

2.3.1 Planning

- Production planning of each aspect√ of the overall process. √
- It includes the layout of a factory√ and the flow of materials through the process. √
- The planning has to cover all aspects of the production process√ such as the factory layout based on the optimal flow of material. √
- It includes decisions on the purchasing of the materials, √ machinery and equipment and staffing. √
- Budget, machines and manpower are calculated√ and used to determine expected output. √

2.3.2 Loading

- Involves planning who will be responsible for each activit√y identified during the routing process√.
- Involves allocating every person/machine√ to their task√.Loading calculates the amount of time each machine will need√ to operate during a day√.
- It also indicates which machines are not being used√ to their full capacity. √
- It is linked to the output required to fulfil orders√ and prevent the overloading of employees and machines√

2.3.3 Scheduling

- Scheduling involves the timing √of the production process. √
- It prioritizes certain jobs √and determine which jobs need to be completed before the next one can take place. √
- Scheduling takes into consideration the√ routing and loading of both labour and machiner√y.

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- Involves calculating the time required√ to perform each activity in the manufacturing process. √
- Planning when each activity should start, √and then calculating the time required to complete the whole process. √
- Time periods that need to be worked out √considering the preparations of raw material/delivery of raw materials/delivery of final products etc. √
- Scheduling is affected by capacity √and size of the business /availability of staff/machinery and materials. √
- The more detailed the schedule √the better resource it will be for controlling the process. √

2.4

- International Organisation for Standardisation (ISO)√
- South African Bureau of Standards (SABS) √

2.5

2.5.1 Quality Control√√
2.5.2 Quality Circles√√
2.5.3 Quality Management Systems√√

2.6

2.6.1 Production cost per unit√√

2.6.2 Fixed cost√√

2.6.3 Overhead costs√√

2.6.4 Variable costs√√

2.7

2,7,1

2.7.2

2.7.3

2.7.4

ACTIVITY 3

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3.1 Introduction

- Operational Health and Safety Act protects ensures safety in the business and protect human health. √
- Precautionary measures should be taken in handling machineries to promote lifespan of machineries and prevent unfavourable incidents√
- Certain safety requirements should be met for businesses to comply with provisions of OHSA. √
- Any other relevant introduction to purpose of the Occupational Health and Safety Act/ Precautionary measure that businesses should take when handling machinery/ Requirements for a safe environment/ Ways in which businesses can comply with the Occupational Health and Safety Act.

3.2 The purpose of the Occupational Health and Safety Act

- Requires every business to establish and maintain, a safe work environment√ that is without risk to the health of the workers. √
- Review the efficiency of health and safety √measures. √
- Outlines the roles and responsibilities of employer, √ employees, manufacturers, designers, importers, suppliers and sellers. √
- Clarifies the roles and duties of the health and safety representative and committee.
- Requires that the main dangers and potential incidents √of the workplace be identified and eliminated. √
- Examines the causes of incidents by any employee √relating to the employee's health and safety at work. √
- Expects employees to co-operate and follow the necessary instructions√ and report any unsafe situations. √
- Makes presentations to the employer concerning general health and safety√ issues at the workplace. √
- Any other relevant answer to The purpose of the Occupational Health and Safety Act

3.3 Precautionary measure that businesses should take when handling machinery

- Familiarise employees √with safety procedures. √
- Develop a culture of safety√ in the workplace. √

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- All machinery and equipment must be correctly installed and safe to use.
- Workers must be properly trained on how to use machinery√ and must be informed about the risks when using the machinery. √
- Regular safety checks must be carried out √and machinery should be maintained and serviced regularly. √
- Workers need to wear protective clothing/gear such as overalls/ hard hats/ safety √helmets/masks/heavy-duty safety boots/welding goggles when working with machinery and equipment. √
- Hard hats should be worn on construction sites√ at all times. √
- Any other relevant answer to the Precautionary measure that businesses should take when handling machinery

3.4 Requirements for a safe environment

- All businesses should draw up their own safety policy √and enforce necessary control measures. √
- Safety warnings and signs√ should be visible√
- Every business should have an up-to-date first-aid kit √in an easily accessible place. √
- At least one employee trained√ in first-aid should be on site. √
- The workplace should be free of hazardous substances √that cause damage, disease or injury to employees or visitors. √
- Employees should be informed of any dangers√ in the workplace.
- Information, instructions and training should be provided √to all employees. √
- All workers should be informed√ of the potential safety and health hazards. √
- Any other relevant answer to Requirements for a safe environment

3.5 Ways in which businesses can comply with the Occupational Health and Safety Act.

- Workers must be provided with protective gear to protect themselves against potential dangerous situations. √√
- First aid boxes must be readily available at the workplace and in the factory. √√
- First Fire extinguishers must be readily available at the workplace and in the factory√√
- Machinery must be maintained at regular intervals and repaired promptly. √

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- Any other relevant answer to Ways in which businesses can comply with the Occupational Health and Safety Act.

3.6 Conclusion

- Safe workplaces foster happier professional environments where staff feel relaxed and have more focus on achieving their targets and deliverables. √√
- It also helps to avoid project delays, damage to equipment and losing out on business deals. √√
- Any other relevant Any other relevant introduction to purpose of the Occupational Health and Safety Act/ Precautionary measure that businesses should take when handling machinery/ Requirements for a safe environment/ Ways in which businesses can comply with the Occupational Health and Safety Act.

Details	**Maximum**	**Total**
Introduction	**2**	**32**
Purpose of Operational Health and Safety Act No.85 of 1993.	**10**	
Precautionary measures that businesses should take when handling machinery.	**8**	
Requirements for a safe environment	**12**	
Ways in which businesses can comply with the Occupational Health and Safety Act.	**8**	
Conclusion	**2**	
Insight		
Layout	**2**	**8**
Analysis/interpretation	**2**	
Synthesis	**2**	
Originality/ examples	**2**	
TOTAL MARKS		**40**

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

BUSINESS OPERATIONS (INTRODUCTION TO HUMAN RESOURCE)

Marking guidelines

ACTIVITY 1

1.1.1 D√√
1.1.2 B√√
1.1.3 C√√
1.1.4 B√√
1.1.5 C√√
1.1.6 C√√
1.1.7 C√√
1.1.8 A√√
1.1.9 D√√
1.1.10 C√√
1.1.11 C√√
1.1.12 D√√
1.1.13 D√√
1.1.14 A√√
1.1.15 B√√

1.2

1.1.1 selection√√

1.1.2 induction√√

1.2.3 interviewer√√

1.2.4 specification√√ (2x5) (10)

1.3

1.3.1 D√√

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1.3.2 A√√

1.3.3 C√√

1.3.4 B√√

1.3.5 E√√ (2x4)(8)

Marking guidelines

ACTIVITY2

2.1 Meaning of recruitment

- Recruitment is the process used by business to identify vacancies and attract suitable candidates for the job√√
- it aims at finding candidates who have necessary skills/knowledge/experience for the job . √√
- Businesses may choose to use an internal or external method of recruitment√ depending on the nature/requirements of the vacancy. √√
- It is an on-going process as employees leave their jobs for other jobs/get promoted /retire√/as new technological skills are required√√ **Max (4)**

2.2.1

- The manager of LFH has already determined the job analysis for the vacant post√.
- The post was advertised in the local newspaper. √

2.2.3 Recruitment procedure

- The human resource manager determines the job needs√ in the business/identify vacancies√
- Prepare the Job description√ and Job specification√.
- Determine the key performance areas√ of the job. √
- Choose the recruitment method√ e.g. internal or external method of recruitment √•
- Vacancies can be internally advertised via internal√ email/word of mouth/ posters/staff notices. √
- If internal recruitment was unsuccessful, √ consider external recruitment. √

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- The advertisement should be prepared with the relevant information√, e.g. the name of the company, contact details, contact person, etc. √
- Place the advertisement in the appropriate media√ that will ensure that the best candidates apply√

Mark any two 2×2=4

2.3 Distinction between job description and job specification

Job description	**Job specification**
• Describes duties and responsibilities of a specified job√√ • Written description of the job and its requirements√√ • Describes key performance areas/tasks for a specific job, e.g. job title/working conditions/relationship of the job with other jobs in the business√√ **Sub Max 2**	• Specifies the minimum acceptable personal qualities/skills/qualities/qualification/needed for the job. √√ • Written description of a specified qualifications/skills/experience needed for the job√√ • Describe requirements of the person who will fill the position, e.g. formal qualifications/willingness to travel/work unusual hours, etc. √√ **Sub Max2**

MAX (4)

2.4 **External sources of recruitment**:

- Recruitment agencies√
- Billboards√
- Printed media, e.g. newspapers/flyers/magazines/posters√
- Electronic media, e.g. radio/TV√
- Social media/Social networks/Internet/Business websites√
- Walk-ins√
- Head hunting√
- Professional associations √
- Networking√
- Educational/Training institutions √
- Word of mouth√

Mark the first FOUR **Max (4)**

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2.5.1

- Job description√
- Leaves√ **Max (2)**

2.5.2 LEGAL REQUIREMENTS OF THE EMPLOYMENT CONTRACT

- The employer and employee must both sign the contract. √√
- Employer and employee must agree to any changes to the contract. √√
- No party may unilaterally change aspects of the employment contract. √√
- The remuneration package / including benefits must be clearly indicated. √√
- It may not contain any requirements that are in conflict with the BCEA. √√
- The employment contract should include a code of conduct and code of ethics. √√
- Aspects of the employment contract can be renegotiated during employment. √√
- The employer must explain the terms and conditions of the contract√√
- Conditions of employment / duties / responsibilities of the employees must be stipulated clearly. √√
- All business policies, procedures and disciplinary codes / rules can form part of the employment contract. √√

2.6 SELECTION PROCEDURE

- Determine fair assessment criteria on which selection will be based√√
- Receive application forms / CV and certified copies of personal documents / IDs / proof of qualifications, etc. √√
- Sort the received documents / CVs according to the assessment/selection criteria. √√
- Screen / Determine which applications meet the minimum job requirements and separate these from the rest. √√
- Check information in the CVs and contact references√√.
- Preliminary interviews are conducted if many suitable applications were received. √√
- Reference checks should be made to verify the contents of CV's, e.g. contact previous employers to check work experience. √√
- Compile a shortlist of potential candidates identified. √√
- Invite and conduct interviews with shortlisted candidates. √√

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- Test candidates who have applied for senior positions. √√
- A written offer is made to the selected candidate. √√
- Inform unsuccessful applicants about the outcome of their application a contract before it is signed√√.

Mark any TWO Max 4

2.7 non compulsory employee benefit

- Pension fund√
- Medical aid√
- Provident fund
- Allowances such as, table, travel, cell phone, car etc. √
- Housing subsidy√

Mark the first two max2

2.8.1 salary determination methods

Salary determination method	Motivation
Piecemeal method√√	Each employee is paid according to the number of perfumes produced in a day√
Time related method√√	An administrator is paid according to the number of hour spent √

Max 6

2.9.1 Placement procedure

- The employer should stipulate the responsibilities and expectations of the new position for the employee. √√
- The employer will determine through psychometric testing the strengths, weaknesses, skills and interests of the new employee. √√
- Matching the expectation of the position and the competency and ability of the employee needs to be done by the employer. √√

2.10

2.10.1

ACTIVITY 3

ESSAY

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3.1 Introduction

- Businesses follow the recruitment procedure to attract and find potential resources for filling up vacant positions in the business. ✓
- The human resource manager may use between internal and external recruitment type depending of the recruitment needs. ✓
- Fringe benefits include various types of non-wage compensation provided to employees in addition to their normal wages or salaries. ✓
- The human resources manager must be well conversant with the Employment Equity Act to ensure a fair selection process. ✓
- Any other relevant introduction related to the induction process/internal and external recruitment /legalities of an employment contracts impact of fringe benefits on businesses/implications of the EEA on the human resources function. **(2 x 1) (2)**

3.2 The purpose of induction

- To introduce new employees to management/colleagues√ to establish relationships with fellow colleagues at different levels. √
- Create opportunities for new employees√ to experience/explore different departments–
- Explain safety regulations and rules, √ so that new employees will understand their role/responsibilities in this regard. √
- Communicate information about the products/services√ of the organisation√
- Allow new employees the opportunity to ask questions√ that will reduce insecurity/anxiety/fear. √
- Make new employees feel welcome √by introducing them to their physical work space. √
- Create a feeling√ of security. √
- Create realistic √expectations. √
- Ensure that the new employees become productive √as soon as possible. √
- Inform new employees about the rules, policies, standard procedure √and communication channels. √
- Make new employees√ to feel welcome. √

Max 12

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3.3 Difference between internal and external recruitment

Internal recruitment	External recruitment
• The business looks for a suitable person √within the organisation. √ • Refers to the use of internal sources to advertise vacancies√ inside the business√ • Examples of internal sources of recruitment: • Internal e-mails/Intranet/ Websites to staff, word of mouth, • Business newsletter/ circulars, internal / management referrals, notice board of the business, internal bulletins, recommendation of current employee etc.√	• The business looks for a suitable person√ outside the business√ • Refers to the use of external sources√ to advertise vacancies outside the business√ • Examples of external sources of recruitment: √ • Recruitment agencies • Billboards, printed media, e.g. newspapers/flyers/magazines/posters, electronic media, e.g. radio/TV, Social media/Social √

Max 12

3.4 Legal requirements of an employment contract

- The employer and employee must both sign the contract. √√
- Employer and employee must agree to any changes to the contract. √√
- No party may unilaterally change aspects of the employment contract. √
- The remuneration package / including benefits must be clearly indicated. √√
- -t may not contain any requirements that are in conflict with the BCEA. √√
- The employment contract should include a code of conduct and code of ethics. √√

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- Aspects of the employment contract can be renegotiated during employment. √√
- The employer must explain the terms and conditions of the contract√√
- Conditions of employment / duties / responsibilities of the employees must be stipulated clearly√√
- All business policies, procedures and disciplinary codes / rules can form part of the employment contract. √√ **Max 12**

3.5 The role of the interviewer during the interview

- Allocate the same amount of time to each candidate. √√
- Introduce members of the interviewing panel to each candidate/interviewee.
- Make the interviewee feel at ease. √√
- Explain the purpose of the interview. √√
- Ask open-ended work-related questions. √√
- Do not mislead the interviewee. √√
- Provide an opportunity for the interviewee to ask questions.
- Close the interview by thanking the interviewee for attending the interview√√ **Max 10**

3.6 Conclusion

- Inducting a new employee can help businesses to increase the overall performance of the business√√
- Both internal and external recruitment are recommended for when doing recruitment for various needs of the business. √√
- Employment contract is vital as it regulates terms and conditions of employment. √√
- Both employer and employee should take time to adequately prepare for an interview√√
- Any other relevant conclusion related to induction process/ internal and external recruitment/ legalities of an employment contract/role of an interviewer during the interview.

Details	maximum	

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Introduction	**2**	
Induction process	12	
Difference between internal recruitment and external recruitment	**12**	
legal requirements of an employment contract	**12**	
role of an interviewer during the interview	**10**	
Conclusion	**2**	
Insight		
Layout	**2**	
Analysis, interpretation	**2**	
Synthesis	**2**	
Originality	**2**	

[40]

PAPER TWO

BENEFITS OF A COMPANY VERSUS OTHER FORMS OF OWNERSHIP

ACTIVITY 1

1.1

1.1.1 A√√

1.1.2 C√√

1.1.3 A√√

1.1.4 A√√

1.1.5 √√

1.2

1.2.1 B√√

1.2.2 F√√

1.2.3 A√√

1.2.4 H√√

1.3

1.3.1 Sole proprietorship√√

1.3.2 √√

1.3.3 memorandum of incorporation√√

1.3.4 non profit company√√

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1.1.5 directors√√

Activity 2

2.1 aspects that must be included in the prospectus.

Name of the company√

- Company overview, including the vision, mission, and goals of abusiness√
- Product or service portfolio √
- Market analysis and strategy √
- Management team √
- The risks and potential of the business √
- Available fi nancial 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√
- Purpose of the offer√
- Share capital √
- Shares issued√
- Property owned √
- Preliminary expenses√

NOTE:**Mark the first three**

2.2

2.2.1 Public Company√√

managed to attract powerful investors by issuing their shares in the general public√. (3)

2.2.2

- 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. √

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- 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 loose 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√.

▪ (4)

2.3

2.3.1

BENEFITS OF ESTABLISHING A COMPANY	**MOTIVATIONS**
1. Legal status and liability√√	• shareholders assets will be protected as they have limited liabilities√
2.Capital and cash flow√√	• directors do not have to take personal loans to grow the business. √

Note:

Mark only the first TWO benefits

Don't mark the motivation correct if the benefit is wrongly quoted

Mark the benefit correct even if the quotation is incorrect

2.3.2 **Benefits of establishing a company versus other form of ownership**.

Profit-sharing √√

- Shareholders share in the profits of the company√ in the form of dividends√.

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• Other forms of ownership will share profit√ according to their contribution or internal agreement. √ Sub max (2)

Ownership and managemen√√t

• 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 √ Sub Max(2)

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 (2)

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 √ Sub max(2)

Max (6)

2.3.3 Challenges of establishing a company versus other forms of ownership.

- 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. √√

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- 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√√ (6)

2.4 Elaborate on the meaning of Notice of incorporation.

- This is when the company issue shares to the public for the first time. √√
- The company must produce a prospectus before undertaking the initial offering√√.
- Most companies undertake an IPO with the assistance of an investment banking firm acting in the role of an underwriter. √√ (4)

2.5

2.5.1 Quotations

- Aubrey ensured that he reserved the name at the CIPC so that it cannot be used by another company√.
- He also prepares a memorandum of incorporation. √ (2)

2.5.2 **procedure for the formation of companies**

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- 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. √.

: Max (4)

2.6 **Characteristics of state owned company.**

- Requires three or more directors. √ and one or more shareholders. √.
- Register with the Registrar of Companies . √by drawing up a Memorandum of Incorporation. √.
- It is owned by the government. √ and operated for profit. √.
- SOC is listed. √ as a public company. √.
- The company is owned by the government √or a municipality and otherwise similar to a public company.√
- A state-owned company have financial autonomy √because they are to depend on the government for initial investment.√
- The name of a state-owned company. √ must end with the letters SOC. √
- State-owned companies support private businesses. √ by supplying infrastructure such as communication service, post office and supply of electricity. √
- State-owned companies are subject to disclosure. √ and transparency requirements. . √
- Information in the state-owned company is available. √ to shareholders. √.
- All distributions to shareholders require board approval. √ and need to satisfy the solvency and liquidity tests. . √
- Distributors are unfortunately extremely widely defined. √ and include dividends and share buybacks. . √
- Payments will be according to the class, preferences, rights and limitations. √ of shares held. . √

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- The new takeover regulations apply to every state-owned company. √, unless exempted by law. . √
- State-owned company must give 10 business days' notice. √ for shareholder meetings. . √
- A state-owned company must implement a reporting process. √ for whistle-blowers. . √ (6)

2.7 **Identify the form of ownership applicable to the statements below**.

2.7.1 private company√√

2.7.2 sole trader√√

2.7.3 personal liability company√√

2.7.4 Close corporation√√

2.7.5 partnership√√ Max (10)

2.8

Limited liability	Unlimited liability
• Limited liability means that the owners liability for the obligation and debts of the business is limited√ to the amount of money or investment in the company√ • Their personal assets are generally protected √and they cant be held personally liable for business debts beyond their investments√	• Unlimited liability means that the owners are personally liable and responsible√ for the debts of the business beyond their debts√ • If the business can't meet its financial obligations, √ creditors can go after the personal assets of the owner to satisfy their debts√

(8)

2.9 Distinguish between the following forms of ownership shown in the table below

Form Of Ownership	**Number Of Owners**	**Business Name Requirement**	**Liability Of The Business**

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1. Sole Trader	1	registered with the CIPC	registered with the CIPC
2. Close Co-Operation	10	CC	Limited Liability
3. Personal Liability Company	Multiple owners	Ends with Inc	Limited Liability
4. Partnership	Two to an unlimited number	No legal requirement on name ending	Unlimited liabilty
5. Co-Operatives	Multiple owners	Co-op	Liability may vary depending on legal sstructure

Activity 3

5.1 Introduction

5.2 Characteristics of a public company.

- A minimum of one person is required to start a public company√√.
- Requires three or more directors and three or more shareholders√√.
- Register with the Registrar of Companies by drawing up a Memorandum of Incorporation. √√
- The company name ends with letters Ltd. √√
- Has legal personality and therefore has unlimited continuity. √√
- Raises capital by issuing shares to the public and borrowing capital by issuing a debenture. √√
- A prospectus is issued to the public to raise capital. √√
- Shareholders have limited liability. √√
- The new Act forces personal liability on directors who knowingly take part in conducting business in a reckless or fraudulent manner. √√
- The company has a legal personality as well as unlimited continuity.
- A public company is required to hold an AGM (Annual General Meeting).√√

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- Auditing of financial statements is compulsory and audited statements are available to shareholders and the public. √√
- Profits are shared in the form of dividends in proportion to the share held.√√

5.3 **Benefits of establishing a company versus other forms of ownership**:

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√
- The life span of a sole proprietor and partnership√ is limited√.

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√
- 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√

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 form of ownership. √

5.4 **Advantages of partnership**

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- All partners contribute to the business√ as responsibilities are shared among partners. √
- Partners can deal with problems√ together. √
- A partnership can easily come√ into existence√.
- The partners able to put their knowledge and skills together√ to collectively make the best decisions. √
- The workload and responsibility is shared√ between partners√.
- Partners are able to share√ resources. √
- Partners are only required to pay tax√ in their personal and individual capacity. √
- The partners have a personal interest √in the business√.
- The partnership can bring in extra partners √at any time. √
- Attract prospective employees√ with the option or incentives of becoming a partner. √
- Partnerships are relatively easy√ to establish√.
- Partners contribute new skills and ideas into a business.
- Partners share responsibilities√ for decision-making and managing the business√ .
- Partners share any profits√ and are therefore motivated to work hard. √
- Raising additional capital√ to finance further business expansion is easy √
- there is no limit √on the number of partners. √
- Partners are taxed in their own capacities√, which could lead to lower taxation. √

5.4 Conclusion

BUSINESS AVENUES

ACTIVITY 1 – MARKING GUIDELINE

1.1.1 C√√

1.1.2 C√√

1.1.3 B√√

1.1.4 A√√

1.1.5 D√√

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1.2

1.2.1 D√√

1.2.2 F√√

1.2.3 G√√

1.2.4 E√√

1.2.5 J√√

1.3

1.3.1 Franchising√√

1.3.2 Outsourcing√√

ACTIVITY 2 – MARKING GUIDELINE

2.1 **Meaning of franchising.**

- Franchising refers to the purchase√ of a business idea. √
- The entrepreneur will obtain premises√ and the right to offer the same √products /services, with specific rules and regulations as per the agreement √
- Franchising is the practice of using another person's business model√ and it can be seen both as a marketing and a distribution. √
- Franchising involves two parties: franchisor and a franchisee.√
- The franchisor grants the franchisee the right to distribute its products√ and trademarks for a percentage of gross monthly sales and a royalty fee. √

▪ (4)

2.2.1

Franchisor	Crispy Chicken & Chips√√
Franchisee	Zodwa√√

(4)

2.2.2 **The following conditions should be included in the franchise agreement:**

- policies that govern the product√ and services√
- royalties √and the dates of payment √
- the form of ownership √that the franchise will use√
- operation specifications √like marketing strategy and pricing√

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- a termination clause√ that details the circumstances under which the parties may end the legal relationship. √ (8)

NOTE: Mark the first FOUR (4) only

2.3

Business avenue	Motivation
Franchise√√	Mr Jobe if the founder of JPS and allowa new entrepreneurs to start their own businesses using his business name and trademark at a fee. As part of the deal, √
Leasing√√	All businesses must hire their photocopying machines and risor printers from Minolta Holding. For machine repairs and maitanance of their machines, √
Outsourcing√√	they agree to use Tsepo Techinicians consultant and Zinhle Cleaning Services. √

2..3.2

AVENUE	1.Leasing	2.franchising	3.Ousourcing
PARTY 1.	Minolta Holding√	Allowa enterprises√	Tsepo √Technicians

2.4 Contractual obligations of the following avenues of acquiring a business .

2.4.1 Leasing	2.4.2 Outsourcing
•the right to occupy an asset√, for example, a property√	•the responsibilities and rights√ of both parties√
•the right to use the asset, √ for example, a delivery van	•the length or duration√ of the contract√
•the responsibility to keep the asset√ in good order or condition	•a confidentiality clause √to protect privileged information√

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•not making any alterations √or changes without the consent of the lessor√ Sub max(4)	
where an asset needs to be insured, √the lease agreement must stipulate it. √ Sub max (4)	Sub max(4)

2.5

2.5.1 Outsourcing√√

- Businesses contract with MP and pay them every month for a property of a specified period of time. √ (3)

2.5.2 **Disadvantages of outsourcing**

- Risk of losing sensitive data √and the loss of confidentiality√
- Risks such as bankruptcy and financial loss√ cannot be controlled. √
- Lack of Organizational Learning√ and innovative capacity. √
- Managing the outsource provider √could be more difficult than managing employees. √
- Confidential issues could be at risk if the information√ is given to another company who performs the function that is outsourced. √
- Outsourcing can create a crisis for the business√ if the outsource provider suddenly terminates its contract. √
- There may be a lack of personal care/quality√ as the business is not personally involved in the execution of the function. √
- Hidden costs and legal problems may arise√ if the outsourcing terms and conditions are not clearly defined. √
- Losing management control of business functions√ mean that the business may no longer be able to control operations. √
- Not understanding the culture of the outsourcing √provider and the location where you outsource to may lead to poor communication /lower productivity√

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- Problems with quality can arise if the outsourcing√ provider doesn't have proper processes. √
- If important functions are being outsourced√, an organization is mightily dependent on the outsourcing provider. √
- Outsourcing provider may work with other customers√, they might not give full time/ attention to a single company resulting in delays and inaccuracies in the work output. √
- Labour unions are opposed to outsourcing√, especially where labour brokers are used. √ (6)

3.2 **Advantages of Outsourcing**

- Outsourcing allows the business to focus on important business activities√ rather support activities. √
- A business has access to resources √and equipment for a specific function. √
- The production team is often shortened and quality√ is often improved because specialists are performing the function for the business. √
- 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. √
- Improved access to skilled people as the outsourced√ work will be done by highly skilled people without the company having to employ them. √
- Fixed cost and overhead costs are lower√ for the business. √
- Outsourcing will provide continuity√ during periods of high staff turnover. √

(6)

ACTIVITY 3 –

MARKING GUIDELINE

4.1 INTRODUCTION

- Entrepreneurs can consider franchising and leasing when starting a business. √
- Prospective business owners should be aware of the contractual implications of the business avenues. √

4.2 **Reason why entrepreneurs may decide to purchase an existing business**

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- 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 may have experience they can share. √√
- Many business problems have already been solved. √√

4.3 **ADVANTAGES AND DISADVANTAGES OF LEASING**

4.3.1 ADVANTAGES

- Leasing improves the cash flow√ of the business. √
- Leasing is regarded as an expense√ for the lessee and is therefore not regarded as debt. √
- The lessor receives√ a continual rental income. √
- The lessor can get quantity discount√ by buying goods in bulk to supply various lessees. √
- The asset can be returned to the lessor√ when it is no longer needed. √
- Makes budgeting and planning easier√ and it provides better control over cash flow. √
- Retains ownership of the asset√, which can be sold to recover money at the end of the lease. √
- There is no large financial outlay√ as the cost is spread over a number of months/years. √
- The lessor normally covers the maintenance/ replaces√ any damaged parts or equipment. √
- There are tax advantages as rental payment are calculated√ as operating costs and therefor tax deductible. √
- It is easy to lease a better/ newer version of the product√ without the capital outlay. √

4..4DISADVANTAGES OF LEASING

- The lessee does not own√ the asset. √

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- The lessor has control over the financial obligation√ of the lessee. √
- Some leases require the lessee√ to maintain and repair the asset. √
- A large amount of money is spent on an asset every month√, the total of which is a lot more than what the asset is worth. √
- Maintenance agreements are usually expensive√ and non-negotiable. √
- The agreement cannot be ended √without a penalty. √
- The lessee is responsible for maintenance√ even though they do not own the item. √
- The total monthly cost√ can be increased. √
- The lessor may not be able to sell the asset √after the lease if it has not been kept in good condition. √
- The lessor is committed to the contract√ and may not reclaim the asset before the lease expires. √
- The lessee is committed to the contract√ and may have to pay for the lease even if they have no further use for the item. √

4.3CONTRACTUAL IMPLICATIONS OF OUTSOURCING

- the responsibilities and rights of both parties
- the length or duration of the contract
- a confidentiality clause to protect privileged information

4.5 ADVANTAGES OF FRANCHISING

- Acquiring a franchise√ can be an expensive initial layout√
- There are often restrictions in the agreement and terms√ of how the business should be operated. √
- Many creative entrepreneurs feel limited√ as to how much they can grow/expand their ideas. √
- One poorly performing outlet√ may risk the reputation of the entire franchise. √
- A large portion of profits is paid in royalties√, and often the franchisors do not deliver on their promises. √
- It is often difficult to sell a franchise/terminate√ a contract. √
- The start-up cost many be a challenge without assistance√ from the franchisor. √

4.6 CONCLUSION

- A franchise can be profitable investment for an entrepreneur. √√

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- Existing businesses can offer a lot of advantages for an entrepreneur. √√
- It can sometimes be valuable lease an asset rather than buying the asset.

TRANSFORMING A BUSINESS PLAN INTO ACTION PLAN

ACTIVITY 1

1.1.1 B√√

1.1.2 D √√

1.1.3 A √√

(5x2=10)

2.2

2.2.1

FACTORS	MOTIVATION
1. environmental changes√√	Conducted research to identify his target√
2. cost-savings. √√	She also changed some of her original business plans, due to new technology. √

(6)

2.2.2

culture of the organisation

- Entrepreneurs must decide what the culture of their business√ will be before starting up. √
- They must train the staff to know the culture of the business, √ for example, they must know what the dress code/customer service etc√. •
- They must ensure that staff knows the culture of the business √and that their behaviour does not damage the business image √ Sub max (3)

Customer services

- identify their potential customers√ before start up. √
- establish a good relationship√ with their customers√.
- change the market plan √to accommodate customer needs√. Sub max (3)

Business growth

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- Determine the size and the growth of the business √before they start up their business.
- Devise a suitable strategy to manage and control√ a larger group of employees√.
- The size and growth of the business will determine √the most appropriate form of ownership for the business. √
- Many businesses want to grow too quickly, √ which can cause problems such as lack of infrastructure and funding. √
- The long-term vision of the size of the business must also be reflected√ in the organogram of the business√ Sub max (3)

2.3

ACTIVITY	**WEEKS**			**PERSON RESPONSIBLE**
	WEEK 1	WEEK 2	WEEK 3	
Regisration of the business√	√			Tom√
Organise building for rental and training of staff√		√		Jerry√
Recruit accountant and training of staff√			√	Tom√

Max (9)

2.4

2.4.1

ACTIVITIES	**WEEKS**			**PERSON RESPONSIBLE**
	WEEK 1	**WEEK 2**	**WEEK 3**	
Purchase milking cows√	√			Mandisa√
Setting up milking machines√		√	√	Peter√

Max (6)

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Activity 3

3.1 Introduction

- Project planning helps to determine accountabilities for the decision made✓
- The business will not be able to implement its plan with having a business pan in place ✓
- Project planning is one of the tools that can be used to turn an idea into action plan ✓

3.2 **Reasons why businesses need funding**

- Cover the start-up cost of buying premises/machinery/raw material, etc. √√
- Run the business and have enough money to pay employees/suppliers of raw material, etc. √√
- Pay for cost of input such as wages, telephone and other expenses. √√
- Expand the business as the orders/sales increase and bigger premises need to be established√√
- The business will have no direction without a plan and that will lead to a business to fail √√

3.3 Sources of funding

Bank loans

- Businesses may apply √to borrow money from the bank√.
- The bank will check their credit worthiness√ before approving the loan√.
- The bank will specify the amount √and the duration of the loan. √
- The period can be fixed for the time of the loan √or variable in line with the current interest rate. √

Bank overdraft

- Businesses with a current check account organise a bank overdraft√ with the bank. √
- With this type of funding, the bank will allow the business to withdraw √more than what is deposited in their bank account. √
- The bank will set a limit on the amount that can be withdrawn√ from the account. √
- The business pays interest on the amount of money they withdraw√ and for the period they have overdrawn. √

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Trade credit

- Trade credit is an agreement between a supplier√ and the business. √
- Suppliers normally allow businesses between one to three months√ to settle their debts. √
- Businesses can sell or develop new products √to be able to pay off their debt during the trade agreement period√.

Equity capital

- The capital that is contributed by the owner of a business√ is known as owner's interest√.
- When the owner puts in additional funds in the business √his/her equity increases. √
- The higher the owner's interest in the business√, the higher the potential of profit and this will encourage greater commitment from the owner. √

• Debt capital

- If a business needs to borrow funds, √ it is known as debt capital√.
- The business must show the ratio between equity capital and debt capital in its business plan. √
- The solvency of the business is determined by the ratio of equity capital√ and debt capital

Leasing and hire purchase

- Businesses can lease certain assets such as equipment and technology√, which is owned by the other party√.
- Businesses may prefer to lease certain items instead√ of buying them√.
- In the contract the fixed amount of monthly premium√ must be specified. √
- Businesses can use leasing because it is easier to find finance for a lease agreement√ than for the purchasing of an expensive asset√.

• Grants

- Under some circumstances a business may qualify for government support√ to get started. √
- A grant means that the business will get funding√ from the government√.
- Grants are normally cheaper funding√ than other sources. √

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• Venture capital

- The credit provider of this funding will give money for the start-up of the business √in exchange for a share in the business. √
- Sometimes the venture capitalist also request a portion in the management of the company√ or a position on the board of directors. √

• Angel funding

- Sometimes a wealthy entrepreneur offer financial help√ in exchange for a share in the business. √
- This type of funding carries a high risk√ for the investor√

3.4 Discuss factors that must be considered before start-up

culture of the organisation

- Entrepreneurs must decide what the culture of their business√ will be before starting up√.
- They must train the staff to know the culture of the business√, for example, they must know what the dress code/customer service etc√. •
- They must ensure that staff knows the culture of the business √and that their behaviour does not damage the business image √

Customer services

- Identify their potential customers√ before start up. √
- Establish a good relationship √with their customers√
- Change the market plan√ to accommodate customer needs. √

Business growth

- Determine the size and the growth of the business√ before they start up their business. √
- Devise a suitable strategy to manage and control √a larger group of employees. √
- The size and growth of the business will determine√ the most appropriate form of ownership for the business√.

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- Many businesses want to grow too quickly√, which can cause problems such as lack of infrastructure and funding. √
- The long-term vision of the size of the business must also be reflected√ in the organogram of the business √

Environmental changes

- The economy fluctuates up or down daily√, resulting to businesses having to change some of their operations. √
- New competitors enter the market √and driving existing businesses out of the market. √
- New technology force businesses√ to change some of their original plans. √

Cost-saving

- Businesses could do a joint advertising campaign√ with other businesses that sell complementary products to reduce the advertisement cost. √
- Businesses could save on office costs √by using recycled printer cartridges and buying good quality used equipment. √
- Hire temporary employees√ or use independent contractors to save costs. √
- Business could save costs by considering other aspects √such as insurance, credit, online transactions, √ etc.

Conclusion

Details	max	total
Introduction	**2**	
Meaning of project planning	**8**	32
Purpose of business plan	**12**	
Importance of time line	**12**	
Conclusion	**2**	
Layout	2	
Analysis	2	8
Synthesis	2	

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Originality	2	
Total		40

Transforming a business plan into action plan

Activity 1

1.1.1 B√√

1.1.2 D √√

1.1.3 A √√

1.1.4 D √√

1.1.5 B√√ (5x2=10)

Activity 2

2.1 Steps to follow when drawing up an action plan/Stages of an action Plan

- The summary of the vision, mission, long term and short-term goals must be defined. √√
- Define the steps you would take to get there √√
- Start with what must be done first/prioritise √√
- Identify the end point for each step √√
- Arrange the steps in logical order √√
- Think about any problems that may happen √√
- Review progress regular √√
- Identify indicators to confirm progress√√

2.2 The purpose of a business plan •

- Offers direction√ of a proposed business. √
- A written document which gives a comprehensive overview√ of a proposed business. √
- Explain the business objectives, √ how it will operate, how the finances, resources will be handled and what the business aims to achieve. √
- Used to check√ the performance. √
- A tool used to sell√ or market the business√.
- To identify possible strengths, weaknesses, √ opportunities and threats√.
- Used to convince other people√ of the profitability of the business, such as applying for finance at a bank√

(6)

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2.3 The importance of a Gantt chart / WBS

- These tools help the project staff to project dates and set up plans to achieve set goals in advance. √√
- They are vital to project managers as businesses try to meet and exceed client expectations. √√
- Project managers use them as tools to get their jobs done, many of which are specific to a single company or product. √√
- Timelines serve as a planning tool that helps to indicate the due date/date of completion for each of the short-term objectives and tasks. √√
- Timelines keep information in a sequential order and dates on which an activity must be done. √√ (6)

Activity 3

3.1 Introduction

- Project planning helps to determine accountabilities for the decision made✓
- The business will not be able to implement its plan with having a business pan in place ✓
- Project planning is one of the tools that can be used to turn an idea into action plan ✓

3.2 **Meaning of an action planning**

- An action plan is a detailed plan that outlines the actions that need to be executed (done) in order to reach the business goals. √√
- An action plan shows the activities that must be completed. √√
- We need an action plan to implement the business plan and show how activities will be organised to achieve the goals of the business plan. √√
- Any other relevant answer on the meaning of project planning (6)

3.3 **The purpose of the business plan**

- Offers direction√ of a proposed business. √
- A written document which gives a comprehensive overview√ of a proposed business. √

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- Explain the business objectives, √ how it will operate, how the finances, resources will be handled and what the business aims to achieve. √
- Used to check√ the performance. √
- A tool used to sell√ or market the business√.
- To identify possible strengths, weaknesses, √ opportunities and threats√.
- Used to convince other people√ of the profitability of the business, such as applying for finance at a bank√
- Any other relevant answer on the purpose of the business plan **(12)**

3.4 **Importance of Gantt charts**

- These tools help the project staff to project dates and set up plans to achieve set goals in advance. √√
- They are vital to project managers as businesses try to meet and exceed client expectations. √√
- Project managers use them as tools to get their jobs done, many of which are specific to a single company or product. √√
- Timelines serve as a planning tool that helps to indicate the due date/date of completion for each of the short-term objectives and tasks. √√
- Timelines keep information in a sequential order and dates on which an activity must be done. √√
- Any other relevant answer on the importance of Gantt charts (12)

3.5 **Importance of timeline**

- a visual representation of chronological information. √√
- It is a simple tool that lists all the activities that need to be done and the date order in which they will be completed. √√
- help team members to know what milestones need to be achieved and by when. √√
- shows the dates and events labelled on points√√.
- have a title and use a series of dates on a linear scale to show the due date or date of completion for each of the short-term objectives and tasks√√.
- They normally show projected dates rather than actual ones. √√
- do not show the duration of a project, but instead shows a passage of time. √√

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- It is divided into equal spaces that are either days, weeks or months, and the entries need to be correct and well-organised. √√
- should be visually appealing, clean, and neat√√t
- Any other relevant answer on the importance of timeline **(8)**

Conclusion

- The business will have no direction without a plan and that will lead to a business to fail

Details	max	total
Introduction	**2**	
Meaning of project planning	**6**	32
Purpose of business plan	**12**	
Importance of time line	**12**	
Conclusion	**2**	
Layout	2	
Analysis	2	8
Synthesis	2	
Originality	2	
Total		40

PRESENTATION

Grade 11

ACTIVITY 1

1.1.1 J√√t
1.1.2 C√√t
1.1.3 E√√t
1.1.4 B√√t

ACTIVITY 2

2.1 Factors to be considered when composing a flyer.

- Define the purpose of the flyer/Central message of the flyer√√t
- Write a title that will attract the reader's attention √√t

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- Use graphics to attract attention/Be creative and use interesting images √√t
- Focus on the benefits of the products/service√√t
- Use text boxes if space allows √√t
- Check your spelling √√t
- Let someone proofread the contents before it goes to print √√t
- Any other relevant answer related to the factors to consider when composing a flyer (6)

2.2 **Difference between Verbal and non-Verbal presentation**

Verbal presentation	**Non-verbal presentation**
-Exchange information√t using oral presentation√t	-Communicate √t by means of printed√t
-Information√t can be heard√t	-Communication √t can be read√t
-Information√t cannot be stored√t	-Information can be stored√t for a long time √t
Any other relevant answer related to differences between verbal and non-verbal presentation	
Sub-max 2	**Sub-max 2**

NOTE:

1. **The answer does not have to be in tabular form.**
2. **Award full marks if differences are clear**
3. **Award either leadership or management a maximum of TWO marks**

(MAX 4)

2.3

2.3.1 Quotations

- He listened to questions before responding√t
- he addressed the questions and not the person √t (2)

2.3.2 other factors to consider when dealing with feedback

- Listen to each question carefully and ensure that you interpret the question\correctlyt√√t
- Restate the question for your understanding if you are uncertain about the question√√t

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- Respond only to questions when you are certain about the question that was asked. √√t
- When answering a question, it is important to address the question and not the person asking the question√√t
- Be prepared to acknowledge good questions by emphasising the value of the question to the presentation√√t
- Don't attempt to answer questions that you do not know the answer to and acknowledge this to your audience. √√t
- Don't be afraid to admit mistakes made during the presentation if such mistakes are mentioned by your audience√√t
- Remain polite/courteous/professional when responding to questions. √√t
- Refrain from becoming involved in a debate/argument with the person/s posing the questions. √√t
- Any other relevant answer related to other factors to consider when dealing with feedback (6)

2.4 Reasons why presentation must be in written format

- Written business presentations provide the organisation with an opportunity to promote the corporate image of the organisation√√t
- The content of a written business presentation is adaptable and could easily be amended√√t
- New/recent information could easily be added to the presentation√√t
- Written presentations make it easier for the presenter to interact with the audience/stakeholders. • √√t
- Stakeholders/audience can also interact with the business presentation after the presentation. • √√t√√t
-
- Any other relevant answer why presentation must be in a written format

(4)

2.5

VISUAL AIDS	MOTIVATIONS

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• Handout√√t	• She used copies of presentation where the content of multiple slides is displayed on a single page. √√t
• Graphs√√t	• She also uses diagrams that shows how two or more sets of numbers are related. √√t

2.5.2 **THREE other visual aids**

Diagrams√√t

- A drawing showing the appearance/structure/workings of data √in a schematic representation. √
- Diagrams and illustrations are used√ for making verbal descriptions clearer. √ Sub max (3)

Posters √√t

- They are used to advertise something √or act as a reminder of something√.
- They are effective when they are bold√ and eye catching√. Sub max (3)

Hand-outs√√t

- Printed information provided to the audience √to accompany a presentation√.
- People attending a verbal presentation prefer handouts√ at the end of the presentation to remind them of the key points of the presentation√

Sub max (3)

Data projector√√t

- A slide projector that is used to display √images to an audience√.
- It is usually used√ for large audiences√ Sub max (3)

PowerPoint√√t

- A collection of pages arranged in a sequence√ that contain text and images for presenting to an audience. √

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- Video clips can provide variety and capture√ the attention of the audience√.

Sub max (3)

Interactive whiteboards/Smartboards√√t

- An interactive display in the format of a white board√ that reacts to user input either directly or through other devices. √
- It is useful to note down the most important points √before or during a presentation. √
- Useful to capture feedback√ and new ideas. √ Sub max (3)

Flip charts/White boards√√t

- A large pad of paper, bound so that each page can be turned over √at the top to reveal the next page, used on a stand. √
- Additional notes that was added during the presentation √can be captured on computer after the presentation√ Sub max (3)

Max (9)

2.5.3 **Areas of improvement for the next presentation**

- Determine whether the correct terms of reference were included in the report√√.
- Amend the terms of reference to align with the objectives of the business report. √√
- Ensure that the business report includes the most recent data and information√√.
- Ensure that the outline of the business report includes all the sections of the business report√√.
- Determine whether the first draft correctly organised the data and analysis for the rough draft of the business report. √√
- Consider whether the findings adequately addressed the issues identified in the business report. √√
- Consider whether the recommendations were aligned with the findings√√.
- Infuse feedback from the audience/stakeholders in the next business report√√

ACTIVITY 3

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3.1 Introduction

- A business report is done for businesses that have been in operation and key information must be shared with stakeholders. √
- Businesses use written reports to provide information on financial statements. √
- A presentation in a written format can easily be sent/stored for a later presentation√.
- The electronic files can be emailed, distributed in the company or posted on the internet√
- Any other answer related to presenting business information (2)

3.2 Importance of presenting business information

- provide stakeholders with the information to make strategic, tactical and operational decisions. √√
- ensures success, transparency and smooth running of the business. √√
- assist management in making decisions. √√
- provide information on financial statements/investigations/disputes/new policies. persuade management to implement a strategy.
- identify trends in the market and anticipate challenges √√
- devise strategies to deal with the challenges √√
- Any other relevant answer related to the importance of presenting business information (10)

3.4 Factor that the presenter must consider when preparing a presentation

- Know your audience√ you are presenting to√.
- Presentation should include an introduction, √ body and conclusion. √
- State the aims of the presentation√ in your introduction. √
- Outline the most important√ information first√.
- Use visual aids/tables/graphs/charts/diagrams/pictures√ effectively√.
- Use suitable section titles/headings, sub-headings√ and bullets. √
- Summarise key findings/√Conclude by indicating how goals were met√.
- Consider external factors, √e.g. noisy surroundings, which may influence the presentation. √
- Keep to the time limit√ to prevent boredom. √
- Be well prepared/Research √the topic in depth√

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- Allow time√ for feedback/questions√
- Speak clearly√ and audibly. √
- Keep eye-contact√ with the audience. √
- Any other relevant answer related to factors to consider when preparing for a presentation (12)

3.4 Preparing the following visual aids

3.4.1 Posters

- They are used to advertise something √or act as a reminder of something√.
- They are effective when they are bold√ and eye catching√

(sub max 4)

3.4.2 Handouts

- Printed information provided to the audience √to accompany a presentation. √
- People attending a verbal presentation prefer handouts √at the end of the presentation to remind them of the key points of the presentation. √

(sub-max 4)

(Max-8)

3.5 Steps to be followed when writing a business report

- Define the purpose of a report a√nd who will be reading it. √
- Be aware of who the reader√ of the report will be. √
- Do research √to gather data√
- Plan the report structure. √title, contents page, introduction, body and conclusion√
- Prepare a work plan, start early and allow time for brainstorming√ and preliminary research√
- Clearly display the topic of the report √at the top of the page. √
- Put together the first draft of the report, print the first draft √and read sometime later√
- Ensure the information presented is useful√ to the decision-making process √
- Organise and rewrite √your material √
- Prepare visual aids √to help convey the information√

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- Ensure the report is accurate √and to the point√.
- Balance the quality of information by being specific√ and straight to the point √
- Anticipate the audience and issues, √ it could be distributed to people whom it was not intended. √
- Write√ the executive summary. √
- Reread the whole report to check for spelling√, grammar and layout mistakes√
- Any other relevant answer related to writing a business report (8)

3.6 Conclusion

- The presentation, if in writing, can be used by someone else if the original presenter is no longer available√√
- The written presentation can also be sent to the stakeholders that were unable to attend the presentation√√
- Using carefully selected visual aids may assist the presenter to make interesting presentation√√
- Business information must be made easy so that interpreting it becomes easy√√
- Any other relevant conclusion related importance of presenting business information (2)

BREAKDOWN OF MARK ALLOCATION

Details	**Maximum**	**Total**
Introduction	**2**	**32**
Importance of presenting business information	**12**	
Factors to consider when preparing for a presentation	**14**	
Preparing posters and handouts	**12**	
Steps in writing business reports	**8**	
Conclusion	**2**	
Insight		

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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 some requirements are met.**
- **Allocate 0 marks where requirements are not met at all.**

STRESS, CRISIS AND CHANGE MANAGEMENT

ACTIVITY 1

1.1.1. A√√
1.1.2. C√√
1.1.3. B√√

ACTIVITY 2

2.1 Causes of stress in the business environment

- Heavy workload/Unrealistic targets√
- Long working hours √
- Time pressures and deadlines√
- Inadequately trained subordinates√
- The necessity of attending meetings√
- Work demands intruding on family and personal life√
- Keeping up to date with new technology√
- Conflict with those in the business with different beliefs and values√
- Taking work home√
- Interpersonal relationships with colleagues√
- The amount of travel required by work√
- Incompetent bosses√

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- Bullying or harassment√
- Job insecurity√
- Lack of accountability√
- Lack of participation in decision-making√
- Lack of finances, human resources or physical resources√
- Poor working conditions√
- A lack of power and influence√
- Badly designed shift systems √
- Changes in job description, management, in technology or in the economy
- Confrontations and conflicts √
- Inadequate training√

2.2

- Stress is defined as a state of emotional or mental strain. √√
- The strain can affect memory/concentration and lowers the morale of employees. √√
- Stress refers to the harmful physical/emotional responses that can happen when there is conflict between job demands on the employee and the amount of control an employee has over meeting these demands. √√
- It is the wear and tear our bodies experience as we adjust to our changing environments √√ 2x2 (4)

2.3.1

- LBS advised their employees to exercise regularly and keep fit√.
- Employees were also encouraged to set personal realistic goals and targets. √
- They were also trained on how to apply good time management skills√
  - (3)

2.3.2 Ways employees can manage stress in the 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√

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- 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√
- Practise √time management√ (4)

2.4 Strategies business can use to deal with affirmative action

- Inform employees on how affirmative action will be implemented in the business. √√
- Businesses must have acceptable affirmative action programmes. √√
- Businesses must indicate in all their job adverts that they are affirmative action employers. √√
- They should open themselves to new ideas and opportunities instead of sticking to the past√√ .
- Employees need to focus on the job rather than the differences of the people in the team and how they were appointed√√ (8)

2.5 Ways businesses can deal with/manage change in the workplace

- Acknowledging that change is stressful and empowering employees to cope with stress. √√
- Transparency in the process of change is important in building trust with employees. √√
- Management need to ensure that it communicates with employees and keep all informed of decisions and anticipated changes. √√
- Do not deviate from the original plan. √√
- Involve employees in the transformation process. √√
- The business can manage change easily if employees have interpersonal relationships that are characterised by trust, respect and support. √√
- Employees should increase their skills levels in order to be more competitive for positions and promotion√√ .
- Acknowledge/Respect differences and focus on achieving the goals/objectives√√ (6)

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2.6 Importance of stress management in the workplace

- If stress is not managed effectively, it can get out of control and cause staff health issues. √√
- Stressed employees are more likely to miss work, both as a way to cope and due to healthrelated problems. √√
- Managing stress will curb absenteeism in order to maintain productivity at the workplace √√
- Workers who suffer from stress often display poor judgement in crisis or emergency situations and this can be avoided through managing stress√√
- 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 this can be corrected through management of stress. √√
- Stressed employees are more likely to cling to the old ways of doing things by resisting change and this can be controlled through proper management of stress. √√
- Constant stress can cause many problems for a business since it can become an unhealthy environment. √√
- Too much stress can become a barrier to success and lowers the performance of workers acceptable affirmative action programmes. √√
- Businesses must indicate in all their job adverts that they are affirmative action employers. √√
- They should open themselves to new ideas and opportunities instead of sticking to the past. √√
- Employees need to focus on the job rather than the differences of the people in the team and how they were appointed. √√

Max(6)

2.7.1

- DM experienced a fire outbreak that destroyed half of their property.

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- This resulted in DM being Temporarily closed due to the unconducive working conditions. (2)

2.7.2 **Ways businesses can deal with crisis in the workplace**

- Businesses should respond appropriately and quickly to lessen the effects of the crisis situation. √√
- Intervene swiftly and with urgency, but without panicking or overreacting. √√
- Identify the real nature of the crisis by making a thorough assessment of the situation and seeking expert opinions√√
- Assess when the crisis happens, quickly find out what has happened without over-reacting. √√
- Deal with crisis directly and timeously without trying to avoid/minimise the seriousness of the situation√√
- Plan/Identify and prioritise the actions required √√
- Inform/Provide accurate and correct information √√
- Support/Guide others through the situation by providing training and support. √√
- Attempt to contain the situation to minimise further damage√√
- Communicate with all stakeholders so that they are properly informed about what has √√
- happened, what the impact is and how it is being dealt with. √√
- Appoint a spokesperson from the management team who will deal with all questions and provide information. √√
- 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. √√ (4)

MARKING GUIDELINES

3.1 Introduction

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- Stress is the wear and tear our bodies experience due to work related pressures.
- To remain productive employees, manage their stress, it is important to guide employees through change to reduce their anxiety.
- Business must put precautionary measures in place to minimise the impact of crises in the workplace.

3.2Elaborate on the meaning of change

- Change is a process that takes people, employees and organisations from the present to a desired future through change management processes. √
- It is referred to as a new way of getting things done. in order to stay abreast of the latest trends to meet customer requirements and remain competitive internationally, √
- Businesses need to continuously improve their technological advances√.

Max (2)

3.3 importance of stress management in the pressurised work environment

- If stress is not managed effectively, it can get out of control and cause staff health issues. √√
- Stressed employees are more likely to miss work, both as a way to cope and due to health related problems. √√
- Managing stress will curb absenteeism in order to maintain productivity at the workplace √√
- Workers who suffer from stress often display poor judgement in crisis or emergency situations and this can be avoided through managing stress√√
- 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 this can be corrected through management of stress. √√

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- Stressed employees are more likely to cling to the old ways of doing things by resisting change and this can be controlled through proper management of stress. √√
- Constant stress can cause many problems for a business since it can become an unhealthy environment. √√
- Too much stress can become a barrier to success and lowers the performance of workers acceptable affirmative action programmes. √√
- Businesses must indicate in all their job adverts that they are affirmative action employers. √√
- They should open themselves to new ideas and opportunities instead of sticking to the past. √√
- Employees need to focus on the job rather than the differences of the people in the team and how they were appointed. √√

3.4 Changes that people and businesses can deal with

Unemployment

- It is when employees lose their jobs√ because they are fired, or they quit their jobs. √
- Change can lead to unemployment√ due to retrenchment. √
- A business may close down/sold/merge√ resulting to unemployment. √
- Coping with unemployment is traumatic√ and can lead to depression. √

Retrenchment

- Retrenchment is when a business cuts the number of workers√ to reduce their wages and salary bill. √
- A process whereby the employer reviews its business needs√ to increase profits or limit losses, which leads to reducing its employees. √
- Economic changes may result in many people being retrenched √from their jobs. √

Globalisation

- It is a trend where businesses are able to trade√ in different countries. √
- Businesses must deal with and adapt to changes√ that globalisation brings. √
- Globalisation means that many local businesses struggle to compete√ with bigger/stronger/experienced markets abroad.

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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√

3.5 how they should apply John P Kotter's eight steps of leading change in the workplace.

- Establish a sense of urgency by motivating employees. √√
- Form a powerful coalition by bringing together a team of influential people who will convince everyone else that change is needed. √√
- Develop a vision and a strategy to decide what values are central to the required change√√
- Communicate the vision frequently and demonstrate the kind of behaviour that they want from their employees. √√
- Empower broad based action by identifying employees who are resisting change and help them see the need for change√√.
- Generate a short-term victory and make sure their businesses taste success early in the change management process. √√
- Build on change by analysing what went right and what needs to be improved after each winning situation. √√
- Anchor the changes in corporate culture and this must become part of the core mechanism of their business. √√

Conclusion

- Stress management can result in productivity among employees and contribute to a healthy work environment. √√

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ETHICS AND PROFESSIONALISM

ACTIVITY 1

1.1.1 C√√

1.1.2 A√√

1.1.3 D√√

1.1.4 A√√

1.1.5 A√√

1.2

1.2.1 J√√

1.2.2 E√√

1.2.3 F√√

1.2.4 C√√

1.2.5 B√√

2.1. The meaning of good decisions

- Good decisions are those that are ethically correct and will also benefit, without harming others. √√
- A good decision enables businesses can make a lot of profit√√
    - Max (4)

2.2

2.2.1

Principles of ethics	**Principles of professionalism**
BEC meet deadlines by completing their tasks before due dates, √	The management of BEC keeps their clients personal information confidential, the employees√
BEC avoid conflicts of interest when dealing with stakeholders√	employees also adhere to the dress codes of business. √
Sub max (2)	Sub max (2)

Max(4)

2.2.2 Principles of professionalism

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- Employees should respect themselves√ and the rights of others. √
- Responding quickly √to the request of customers √
- Caring about the quality of work √before submission√.
- Communicate with clarity √and honesty. √
- Meeting deadlines by completing assignments√ before the due date. √
- Using resources responsibly√ with due regard for the environment. √
- Respecting the image of the business/your profession√, e.g. adhere to the dress code of the business/profession. √
- Respecting diversity and differences and√ demonstrate cultural sensitivity√.
- Acting with integrity/honesty/reliability√, e.g. keep to working hours even if no other workers are around/not using the business resources for personal gain.√
- Being committed to quality and apply skills and knowledge√ to the benefit of the business/society at large. √
- Adhering to confidentiality measures by not disclosing sensitive information √about customers/business√.
- Remaining objective, act fairly and justly√ to all without being biased or showing favoritism. √
- Continually improve/develop skills and knowledge, √ e.g. attending refresher courses and seminars. √
- Sharing knowledge by investing time √and expertise with junior staff members, e.g. uplifting/empowering others. √
- Offering and accept appropriate incentives, goods and services in business transaction. Any 3x2 (6)

2.3 Principles of ethics

- Being objective and impartial√.
- Transparency and full disclosure. √
- Confidentiality√
- Avoiding conflict of interest. √
- Being committed and responsible. √
- Initiating CSI projects for communities/Social responsibility√
- Looking after the environment√
- Abiding by international laws√ Any 3x1(3)

2.4 Meaning of ethical behaviour

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- Refers to acting in ways consistent with what society √and individuals think are good values. √
- Ethical behaviour is expected from every employee√ in the business. √
- It means that the highest legal and moral standards are upheld√ when dealing with stakeholders. √ 1x2(2)

2.5 Benefits of ethical business ventures

- Businesses can build a good reputation√and attract more investors, thus increasing profitability. √
- Customer loyalty is created and nurtured, √ and a positive business image will be created. √
- Staff morale can be built and maintained√ by paying employees fairly. √
- Staff who are hard-working and productive will be loyal √and dedicated to the business. √
- Positive relationships will develop between co-workers, √ which will result in improved productivity. √
- Businesses that become compliant with environmental regulations√ will avoid unnecessary fees or sanctions√ . 3x2(6)

2.6

GOOD DECISIONS	BAD DECISIONS
• Maintaining high levels of integrity√√	• Not considering values√√
• Honoring professional business practices√√	• Insufficient or erroneous information√√
• Respecting diversity√√	• Selfish motives√√
• Sub max 4	• Sub max (4)

Max (8)

2.7.1 Initiating√√ CSI projects for communities / social responsibility

- Looking after the environment √√ Max 3

2.8

2.8.1 • Adhering to confidentiality measures by not disclosing sensitive information √about customers/business√.

2.8.2 • Continually improve/develop skills and knowledge, √ e.g. attending refresher courses and seminars. √

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Activity 3

Introduction

- The success of the business depends on professional behaviour displayed by employees when dealing with clients. √
- Ethics are general and morally acceptable in society whereas professionalism applies in the workplace. √
- A variety of theories are applied by businesses to guide human behaviour towards doing what's good / right. √
- Businesses must conducted in a way that is professional, responsible, ethical and effective √

BODY

Outline the principles of professionalism.

- Employees should respect themselves and the rights of others. √√
- Responding quickly to the request of customers√√
- Caring about the quality of work before submission. √√
- Communicate with clarity and honesty. √√
- Meeting deadlines by completing assignments before the due date. √√
- Using resources responsibility with due regard for the environment. √√
- Respecting the image of the business/your profession, e.g. adhere to the dress code of the business/profession. √√
- Respecting diversity and differences and demonstrate cultural sensitivity. √√
- Acting with integrity/honesty/reliability, e.g. keep to working hours even if no other workers are around/noting using the business resources for personal gain. √√
- Being committed to quality and apply skills and knowledge to the benefit of the business/society at large. √√
- Adhering to confidentiality measures by not disclosing sensitive information about customers/business. √√
- Remaining objective, act fairly and justly to all without being biased or showing favoritism. √√

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- Continually improve/develop skills and knowledge, e.g. attending refresher courses and seminars. √√
- Sharing knowledge by investing time and expertise with junior staff members, e.g. uplifting/empowering others. √√
- Offering and accept appropriate incentives, goods and services in business transaction. √√

Differences between ethics and professionalism

Ethics	**Professionalism**
• Refers to the principles of right and wrong/ acceptable√ in society. √	• Refers to what is right/wrong/ acceptable√ in a business. √
Conforms to a set of values√ that are morally acceptable. √	Set of standards√ of expected behavior. √
Forms part of a code of conduct√ to guide employees to act ethically√.	Applying a code of conduct√ of a profession or business. √
Focuses on developing a moral compass√ for decision making. √	Focuses on upholding the reputation√ of a business/profession. √
Involves following the principles of right and wrong√ in business activities / practices dealings√.	Includes guidelines√ on employees' appearance/communication/attitude/ responsibility, etc. √
Any other relevant answer related to ethical behavior	Any other relevant answer related to professional behavior
Sub max (4)	Sub max (4)

- **NOTE: 1.**
- **The answer does not have to be in tabular format.**
- **The difference does not have to link but must be clear.**
- **Award a maximum of FOUR (4) marks if the differences are not clear/Mark either ethical behaviour or professional behaviour**

Max (8)

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Explain how the following theories can be applied in the workplace

The rights approach

- Focuses on individual rights where people should be treated√ with respect and dignity.√
- No person may be maltreated√ and the business will not impose its mission or products on people. √

The common good approach

- Focuses on ensuring that the business' values and ethical principles√ are in line with society in which the business operates. √
- It recognizes that ethics and values vary√ from country to country and from area to area. √

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 programs. /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 practice should be conducted. **Max (14)**

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2.6 **Conclusion**

- A code of ethics is a written set of guidelines issued by an organisation to its workers and management. √√
- Businesses should monitor and evaluate the implementation of a code of ethics and take corrective measures. √√
- Business practices that are conducted professionally, ethically and effectively attract good investors and gain a good public image. √√
- Any other relevant conclusion related to code of ethics/benefits of ethical business ventures/professional, responsible, ethical and effective business practices. √
-

TOPIC 1: CREATIVE THINKING

AC1TIVITY 1

1.1

1.1.1 B√√
1.1.2 B√√
1.1.3 A√√
1.1.4 D√√
1.1.5 B√√

1.2

1.2.1 D√√
1.2.2 B√√
1.2.3 C√√
1.2.4 E√√
1.2.5 F√√

1.2.6 Problem-solving√√
1.2.7 Delphi √√
1.2.8 Nominal group√√
1.2.9 Creativity√√
1.2.10 Innovative√√

ACTIVITY 2

2.1 Meaning of routine thinking.

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- It refers to ordinary√ and every day conventional thinking√
- Suitable for work that requires logic/consistency√ and attention to detail. √
- It does not lead to new ideas/pattern√ of thought. √
- Requires businesses to apply old thinking patterns√ to new situations. √
- Any other relevant answer related to the meaning of routine thinking.

Sub max (4)

Meaning of Creative thinking

- 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)

2.2

2.2.1 . Conventional and Non-conventional solutions

Conventional	**Non-conventional**
• .It is a logical solution√ which has been done before.√	• The supervisor thinks it is more complex than that√ and should have more than two possible solutions √
• .It seems right√ and saves money √	• .It may cause interruptions √but the company will benefit √
Sub max (2)	**Sub max (2)**

Max(4)

2.2.2

Conventional	**Non-conventional**
• Ordinary and unimaginative solutions√√	• Different and creative solutions√√
• They are solutions obtained through logical, analytical problem solving methods. √√	• They are solutions that are obtained from√√

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• There is often one solution to a problem√√	• There is often more than one solution to a problem√√
• Sub max (4)	• Sub max (4)

Max *

2.3. Ways in which businesses can create an environment that stimulate creative thinking in the workplace

- Businesses must emphasise the importance of creative thinking to ensure that all staff know that their ideas will be heard. √√
- Encourage staff to come up with new ideas/opinions/solutions. √√
- Encourage job swops within the organisation/studying how other businesses are doing things. √√
- Encourage alternative ways of working/doing things. √√
- Respond enthusiastically to all ideas and never let anyone feel less important. √√
- Reward creativity with reward schemes for teams/individuals that come up with creative ideas. √√
- Provide a working environment conducive to creativity, free from distractions. √√
- Make time for brainstorming sessions to generate new ideas, e.g. regular workshops/generate more ideas/build on one another's ideas. √√
- Place suggestion boxes around the workplace and keep communication channels open for new ideas. √√
- Train staff in innovative techniques/creative problem-solving skills/mind-mapping/lateral thinking. √√
- Any other relevant answer related to the advantages/of creative thinking in the workplace. **Max (6)**

2.5 Benefits/Advantages of creative thinking in the workplace

- Complex business problems √may be solved. √
- Creativity may lead to new inventions√ which improves the general standard of living√.
- Better/Unique/Unconventiona√l ideas/solutions are generated√.

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- May give businesses a competitive advantage √if unusual/unique solutions ideas/strategies are implemented. √
- 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 once they solved a problem/contributed towards the success of the business. √
- Management/Employees can keep up√ with fast changing technology. √
- Stimulates brain function of employees/managers√, as they are continuously pushed out of their comfort zone/improving the total well-being of employees√ Max (8)

2.6

2.6.1 Delphi technique

2.6.2 Forced field analysis

3.2.1

- She designs a questionnaires consisting of questions on how to improve the quality of their product.
- She requests the panel to individually respond to the questionnaire.

3.2.2 Ways in which businesses can apply the Delphi Technique in the workplace

- Businesses 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 product/service and distribute it to the panel members/experts.

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- Request the panel to individually respond to the questionnaire/suggest improvements to the products and return it to 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 products/services 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.
- Choose the best solution/proposal after reaching consensus

ACTIVITY 3

Essay question on creative thinking and problem solving

3.1 Introduction

- Solving problems requires businesses to apply creative thinking skills. √
- Businesses have to solve many problems as they confront the challenges of dynamic and complex business environments. √
- Businesses could apply problem solving techniques such as the Delphi technique and a force-field analysis to solve business problems. √
- Businesses need to use conventional and non-conventional solutions ways to solve problems. √
- Employees must be encouraged to work with others to solve problems. √
- Any other relevant introduction related to meaning of problem-solving / advantages of working with others to solve problems /Delphi and force-field problem-solving techniques. **Any (2 x 1) (2)**

3.2. Advantages of creative thinking in the workplace

- Better/Unique/Unconventional ideas/solutions are generated. √√

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- 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 (8)

3.3. Application of the Delphi technique and force field analysis Application of Delphi technique

- Businesses 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 products and distribute them 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. √√

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- Summarise the responses from the experts in a feedback report. √√
- Send the feedback report and a 2nd 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 products after they have studied the results/documentation. √√
- Distribute a 3rd 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. √√
- Businesses should choose the best solution/proposal after reaching consensus. √√
- Any other relevant answer related to the application of the Delphi technique to solve business problems. **Sub max (10)**

Application of force-field analysis

- Describe the current situation and the desired situation. √√
- Write a plan/proposal for change in the middle. √√
- List all the forces driving (positive) and resisting (negative) change. √√
- List all forces in support of the change in one column. √√
- Assign a score for each, from 1 (weak) to 5 (strong). √√
- Determine if change is viable. If not, check which resisting forces can be influenced/mitigated/avoided to make the change possible. √√
- If so, find ways to increase the forces for change and diminish the forces against change. √√
- Based on this outcome, come up with a strategy to help reduce the resisting forces and ensure that the changes can be done. √√
- Any other relevant answer related to the application of the force-field analysis technique to solve business problems. **Sub max (10)**

3.4Ways in which businesses can create an environment that stimulate creative thinking in the workplace

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- Businesses must emphasise the importance of creative thinking to ensure that all staff know that their ideas will be heard. √√
- Encourage staff to come up with new ideas/opinions/solutions. √√
- Encourage job swops within the organisation/studying how other businesses are doing things.
- Encourage alternative ways of working/doing things. √√
- Respond enthusiastically to all ideas and never let anyone feel less important. √√
- Reward creativity with reward schemes for teams/individuals that come up with creative ideas. √√
- Provide a working environment conducive to creativity, free from distractions. √√
- Make time for brainstorming sessions to generate new ideas, e.g. regular workshops/generate more ideas/build on one another's ideas. √√
- Place suggestion boxes around the workplace and keep communication channels open for new ideas. √√
- Train staff in innovative techniques/creative problem-solving skills/mind-mapping/lateral thinking. √√
- Any other relevant answer related to the advantages/of creative thinking in the workplace. **Max (12)**

3.5 Conclusion

- Constant changes in the market impact on business operations and so they need to adapt to them quickly and make quick/creative decisions. √√
- Creative thinking can help to solve business problems successfully. √√
- Businesses save time or costs, when using a group of experts without bringing them together. √√
- Informed decision can be made as forces for and against are critically evaluated √√
- Businesses must apply the Delphi technique and force-field technique in order to find solutions for complex business problems. √√
- Any other relevant conclusion related to the meaning of problem-solving/ conventional and non-conventional solutions / advantages of working with

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others to solve problems /Delphi and force-field problem-solving techniques.

Max (2)

TOPIC 2: ENTREPRENEURIAL QUALITIES

ACTIVITY 1

1.1. C. √√ (2)

1.2. A. √√ (2)

1.3. B. √√ (2)

1.4. A. √√ (2)

(4×2) (8)

1.2

1.2.1 C√√

1.2.2 E√√

1.2.3 A√√

1.2.4 F√√

1.2.5 G√√

(4×2)

ACTIVITY 2

2.1.1. THREE qualities of the entrepreneurs

Qualities of an entrepreneur	**Motivation**
1. Perseverance √ √	She is a successful entrepreneur who did not give up despite challenges. √
2. Responsibility √ √	she is not afraid to take responsibility for her decision. √
3. Honesty and ethics √ √	She is honest and build trust among fellow workers. V

(9

2.1.2. Other qualities of an entrepreneur

Risk taking/Willingness to take difficult decisions√√

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- Risks are classified as unforeseen events that can impact negatively on a decision √
- Successful entrepreneurs are willing to take risk by investing all resources in a new business. √ •
- The primary function of an entrepreneur is to accept a risk on behalf of others and be rewarded in return. √
- Every business needs to be innovative and take risks to survive. √
- Innovative and risk taking are essential to what businesses are and what they do. √

Passion and energy√√

- Entrepreneurs should show enthusiasm to achieve the best solution √
- Passion can be illustrated when an entrepreneur finds it difficult to simply walk away from failure/setbacks. √
- Starting and running a business requires considerable energy and the ability to focus on business objectives. √
- High energy levels and good health are essential√

Product and customer focus√√

- Entrepreneurs develop products and render services with customers in mind. √
- They make the lives of customers easier and they find this rewarding. √

Recognition of opportunities√√

- Successful entrepreneurs can identify gabs in the market and make money. √ • They are able to identify viable opportunities that are not always easy to spot. √
- They have the ability to see an opportunity and to change it into a profitable business

2.2.1

Key success factor	**Motivatio**
• Know the market	• The business meet the needs of customers consistently and supply excellent service

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• Customer Base	• The business meet the needs of customers consistently and supply excellent service
• Profitability	• The business effectively manage financial matters to ensure a return on investment.

ACTIVITY 3

Introduction

- The business need owners who are interested in the business and have skills.

3.1.2 Qualities of an entrepreneur

- Perseverance
- Risk taking/Willingness to take risks and to make difficult decisions
- Confidence and adaptation
- Passion and energy
- Product and customer focus
- Recognition of opportunities
- Responsibility
- Good management and organisation
- That Honest and ethics
- Vision and communication

3.1.3 Strategies can use to ensure they remain profitable and sustanable

Effective management of scarce resources and employees √√

- Ensure that business is using resources sparingly & employees are attracted and retained √

Maintaining a solid customer base √√

- Keep a record of the people buying their product and meeting the needs of the customer consistent)

Behaving ethically √√

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- Ensure that people continue to support your business and having the image of not being corrupt √ **Up skilling and development of employees** √√
- Ensure that employees keep abreast with changing technologies in the business industry √

Consistency and reliability √√

- Maintain a solid customer base and build on business success and learn from mistakes. √

3.1.4 **key success factors of a business**

Good leadership √√

- A business needs good leaders who are team players, listen to staff members and respect them. √ • Good leaders also bring energy, enthusiasm, and urgency to the workplace. √
- This filters through the business and motivates staff to perform even more than expected. √ .

Ethics/control and good governance √√

- An unethical corrupt business is not sustainable. √
- Staff and customers get to know the business reputation and will not continue to support a business with poor overnance. √

Uniqueness of the business/product/service √ √

- Offers different products. √ and services from their competitors. √
- Product or service makes customers notice it √ and talk about it. √

Profitability . √ √

- Makes money and √management is passionate about their business. √
- Manage money in such a way that sound return . √on investment can be guaranteed . √

Customers base

- Meet the need of the customers contently and provide excellence service
- Keep on looking the ways to expand their consumer business
- Any relevant answer based on key success factor of the business

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3.1.5 The area of improvement.

- Regularly evaluate the price of every product √ √
- Operate from a plan based on its vision. √ √
- Keep business expenses to a minimum. √√
- Set goals with reasonable milestone and timelines. √ √
- Evaluate the benefit of increase sales against the cost of marketing. √ √
- Identify the target customers and what they do for them √ √
- Look after its best customers.

3.1.6Conclusion

- If the entrepreneur is dedicated to his or her work the business will successfully

TEAM PERFORMANCE AND CONFLICT RESOLUTION

ACTIVITY 1

1.1

1.1.1 C √√

1.1.2 A√√

1.1.3 D√√

1.1.4 B √√

1.1.5 D√√

1.1.6 A√√ (12)

1.2

1.2.1 I √√
1.2.2 C√√
1.2.3 B√√
1.2.4 A√√
1.2.5 E √√

(10)

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ACTIVITY 2

2.1 Meaning of conflict

- Conflict is a struggle/disagreement/argument between two people. √√
- Disagreement between two parties in which one or both parties believe that a personal interest/need is threatened√√ Max 4

2.2 Importance of teamwork

- Teams have a common goal/purpose that unite team members√√ .
- Teamwork leads to synergy, commitment, high productivity, employee empowerment, job satisfaction and organisational effectiveness. √√
- Effective teamwork can provide a basis for consistency performing at a high level√√ Max 6

2.3.1

Conflict management theories	**Motivation**
• Contemporary theory√√	• The other graduates believe conflict is a normal part of human interaction. √
• Traditional theory√√	• A few of the graduates believe that conflict is bad and should be avoided. √

Max (6

2.4 Causes of conflict

2.4.1 Unfair treatment of workers/Favouritism by management/Discrimination√√

2.4.2 Unclear responsibilities√√

2.4.3 Lack of/Insufficient resources√√

2.4.4 Workload and stress/Unrealistic expectation√√ Max (8)

2.5 Explanation of causes of conflict in the workplace

- Lack of proper communication√ between management and workers. √
- Ignoring rules/procedures √may result in disagreements and conflict. √
- Management and/or workers √may have different personalities/ backgrounds√.
- Different values√/levels of knowledge/skills/experience of managers/workers. √

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- Little/no co-operation√ between internal and/or external parties/stakeholders√.
- Lack of recognition for good work, √ e.g. a manager may not show appreciation for extra hours worked to meet deadlines. √
- Lack of employee development √may increase frustration levels as workers may repeat errors due to a lack of knowledge/skills. √
- Unfair disciplinary procedures, √ e.g. favouritism/nepotism. √
- Little/no support from management with regards to supplying the necessary resources √and providing guidelines. √
- Leadership styles used, √ e.g. autocratic managers may not consider worker inputs. √
- Unrealistic deadlines/Heavy workloads√ lead to stress resulting in conflict. √
- Lack of agreement on mutual matters, √ e.g. remuneration/working hours√.
- Unhealthy competition/Inter-team rivalry √may cause workers to lose focus on team targets. √
- Lack of commitment/Distracted by personal objectives√ which may lead to an inability to meet pre-set targets. √
- Constant changes may cause instability
- Lack of clarity√ regarding employees' roles and responsibilities. √ Max (6)

2.6

2.6.1 Belbin Role Theory

ROLE	**DESCRIPTION**
Coordinator√√	• Respected leader who helps everyone focus on their task. √ • Guide the team to what they perceive are the objectives. √ • Able to recognise the value each member can contribute. √ • Calm and good natured and delegate tasks very effectively. √
Plant√√	• Thought orientated. √ • Introverted and prefer to work apart from the team. √ • Thrive on praise but criticism is very hard for them to deal with. √

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	• Creative innovator who comes up with new ideas. √
Resource investigator√√	• They are outgoing and are often extrovert√ • Innovative and curious. √ • Explores available options, develop contacts and negotiate for resources on behalf of the team√
Implementer√√	• Plans practical/workable strategies. √ • Carries out plans effectively . √ • Well organised and predictable. √ • People who get the job done. √
Team worker√√	• Helps team to settle in . √ • Identifies what needs to be done and does it. √ • Provide support and make sure the team work together. √ • Tend to be popular people who are very capable in their own ways. √
Shaper√√	• Challenges the team. √ • Action orientated. √ • Keeps the team moving. √ • Enjoy stimulating others, questioning norms and find the best√ • Approach to challenges. √ • Does not lose focus/momentum√
Completer/Finisher√√	• Ensures that the project is completed thoroughly √ • Ensures that there have been no errors or omissions.√ • Pays attention to the smallest details. √ • Concern about deadlines and will push the team to make sure the job is done. √
Specialist√√	• Has specialised knowledge to get the job done. √ • Skilful and work to maintain they provisional status.√ • Has in-depth knowledge in key areas√ • Commits him/herself fully to their field of expertise. √

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Monitor/Evaluator√√	• Makes impartial judgments and he/she is objective√ • Weighs up team's options √ • Best at analyzing and ideas that other people come up with. √ • Critical thinker and very strategic in their approach. √

2.7

- DT encourages their workers to participate in decision making.
- A representative deal with remuneration negotiations

2.7.2 Function of workplace forums

- Prevent unilateral decision made by employers √on issues affecting the employees. √
- Encourages worker's 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 inputs/recommendations.
- Consult with the employer √and to reach consensus about working conditions√.
- Consult with the employer √on issues that could cause conflict√
- Resolves conflict between√ employers and employees. √
- Improve efficiency and productivity √through input/recommendations√.
- Max (6)

2.7.3 Ways in which a workplace forum differs from a trade union

- A trade union is a legal entity that can be sue or be sued in its own name.
- A trade union negotiates salaries and wages, whereas a workplace forum does not deal with remuneration.
- A trade union can organise a strike under certain circumstances, whereas a workplace forum cannot.
- Non-union members can belong to a workplace forum
- Max (6)

2.8

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Stages of team development	Motivations
1.Forming stage√√	They were comfortable with each other during their f meeting, √
2.Adjourning stage√√	the team leader ensured that all task are comple before the team finally dissolve√

Max (6)

ACTIVITY 3

3.1.1 Introduction

- Teams work is an important part of how business roles should be implemented.√
- Most teams go through various stages of team development in order to accomplish tasks. √
- Businesses use team dynamic theories helps build team spirit within business organisations. √
- All team members should have Group concensus when collaborating . √

▪ **Max Mark 2**

3.1.2 The importance of teamwork

- Teams have a common goal/purpose that unite team members.
- Teamwork leads to synergy, commitment, high productivity, employee empowerment. √√
  job satisfaction and organisational effectiveness. √√
- Effective teamwork can provide a basis for consistency performing at a high level √√
- Any relevant answer related to the importance of teamwork.

Sub Max 6

3.1.3 Four stages of team development

3..3 **Forming stage**√√

- This stage is the initial stage where team members√ get to know one another.√
- Team members think about their√ new tasks and new environment √
- The team learns about team processes and procedures. √

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- Team members gather information√ and impressions about each other. √
- This is a comfortable stage to be in. √
- People focus on being busy√ with routines√, such as team organisation e.g. who does what, when to meet each other, etc. √ 2 Name
  - **2 explain**

- Storming √√
  - The team begins to face technical√, interpersonal and social problems√.
  - Team members√ could end up fighting and arguing. √
  - At this stage, there is conflict because√ they confront each other with their ideas.√
  - The true character of team members starts to show √ as they experience the first round of conflict √
  - Different ideas from team members√ will compete for consideration. √
  - Team members open-up to each other√ and confront each other's ideas/perspectives. √This stage is often unpleasant√, but it is necessary for teams to grow. √
  - Team members need to be matured, patient and tolerant of each other's ideas √ and behaviour in order to move successfully to the next stage.√

    2 Name

    2 Explain

Norming/ Settling and reconciliation √√. √

- The team starts working through individual/social issues√ and start to settle down. √
- Team members establish their √ own norms and behaviour. √
- They begin to trust each other√, and reconciliation takes place.
- A team develops good interpersonal skills and members become better at problem solving. √
- Team members accept each other√ and set common goals and values for the team. √
- Team members form√ agreement and consensus. √
- Roles and responsibilities √ are clear and accepted. √
- Team members have the ambition√ to work for the success of the team's goals.√

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- They cross-train√ and learn new job skills. √
- Team members manage time √ and quality work with growing competence, confidence and independence

2 Name

2 Explain

- **Performing/Working together towards achieving a goal**

In this stage, the teams are achieving√ their goals by helping each other √

- Team members are aware of strategies√ and aims of the team. √
- They have direction √ without interference from the leader. √
- Leaders delegate√ and oversee the processes and procedures.
- Team members know each other√ and can function as a unit. √
- They find ways to get the job done smoothly √ without conflict/external supervision. √
- Conflict disappears, problems are solved √, and successive goals are achieved. √
- Team members are motivated√ and can handle disagreements maturely/positivey. √
- The team takes pride in its own work√ and accomplishments. √

2 Name

2 Explain

5. Adjourning/ Mourning√√

- In this stage, team members must leave a team√ and prepare themselves for the next team. √
- The focus is on the completion of the task/ending the project √ rather than on task performance. √
- All tasks need to be completed √before the team finally dissolves √
- It`s also the stage for recognition√ for participation and achievement. √
- Breaking up the team may be traumatic √ as team members may find it difficult to perform as individuals once again. √

2 Name

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2 Explain

Sub Max 16

3.1.4 Reasons why businesses use team dynamic theories.

- Team dynamic theories explain√ how effective teams work/operate. √
- Businesses are able to allocate tasks√ according to the roles of team members. √
- Team members can maximise performance as tasks√ are allocated according to their abilities/skills/attributes/personalities. √
- Team members with similar strengths√ may compete for team tasks/ responsibilities that best suit their abilities/competencies. √
- Theories assist team leaders to understand the personality types of team members so that tasks are assigned more effectively. √
- Conflict may be minimised√ when team members perform different roles. √
- Any relevant answer related to the using team dynamic theories.

Sub Max 14

3.1.5 Group concensus as a team dynamic theory

- Consensus is a process use by a group to come to an agreement by discussing the facts and convincing each other on the best decision. √√
  • The input and ideas of all members are gathered to make a final decision that is acceptable to all. √√
  • Groups must have the following characteristics for consensus to be a positive experience:
    - Commitment and responsibility to the group by its members √√
    - Shared values√√
    - Some skills in group process and conflict resolution. √√
    - Sufficient time for everyone to participate in the process. √√
    - Identify, define and discuss the problem √√
    - Brainstorm a list of alternatives proposals without rejecting any ideas. √√
    - Discuss proposals, make changes and set priorities √√
    - Test for consensus √√
    - Get the group to make a decision and plan their action once consensus is reached √√

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- Get those who are still not in agreement to experiment with the decision for a set Time period. √√
- Any relevant answer related to group consensus.

Sub Max 14

3.1.6 Conclusion

- Team work done efficiently is important in the accomplishments of task. √√
- Teams need various stages to develop in order to achieve business goals. √√
- There are many team dynamic theories ,which suite various businesses organisational culture . √√
- Team members must always agree upon decisions made. √√

Max Marks

MARK ALLOCATION GRID

Questions	Mark allocation	Total
Introduction	2	32
Importance of teamwork	6	
Stages of team development	16	
Reasons why businesses use team dynamics	12	
Group consensus as a team dynamic theory	12	
	2	
insight		
LAYOUT	2	8
ANALYSIS	2	
SYNTHESIS	2	
ORIGINALITY	2	
		40

3.2.1 I

3.2.2 Introduction

- Conflict is natural when there are many different personalities in the workplace.√

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- If the causes of conflict are not dealt with urgency it can spiral out of control. √√
- Forums are part of the empowerment structures in a workplace. √√
- Workers must be allowed to join trade unions

Max Mark 2

3.2.2 Meaning of conflict in the workplace

- Conflict management is the process of planning to prevent conflict where possible and organising to resolve conflict as quickly as possible. √√
- All members of the organisation need to develop ways of keeping conflict to a minimum . and solve problems caused by conflict. √√
- Conflict can be positive if managed correctly, since it means communication is taking place. √√
- Any relevant answer related to conflict in the workplace.

Sub Max 6

3.2.3The causes of conflict in a workplace

- Lack of proper communication √between management and workers. √
- Ignoring rules/procedures√ may result in disagreements and conflict.
- Management and/or workers √ may have different personalities/ backgrounds.√
- Different values/levels √of knowledge/skills/experience of managers/workers.√
- No co-operation between √ internal and/or external parties/stakeholders. √ of recognition for good work, √e.g. a manager may not show appreciation for extra hours worked to meet deadlines. √
- Lack of employee development√ may increase frustration levels as workers may repeat errors due to a lack of knowledge/skills. √
- Unfair disciplinary procedures, e.g. favouritism/nepotism.
- Little/no support from management √ with regards to supplying the necessary resources and providing guidelines. √
- Leadership styles used√, e.g. autocratic managers may not consider worker inputs.√
- Unrealistic deadlines/Heavy workloads √ lead to stress resulting in conflict. √
- Lack of agreement on mutual matters√, e.g. remuneration/working hours. √

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- Unhealthy competition/Inter-team rivalry may cause workers to lose focus on team targets. √
- Lack of commitment/Distracted by personal objectives√ which may lead to an inability to meet pre-set targets. √
- Constant changes √ may cause instability. √
- Lack of clarity regarding√ employees' roles and responsibilities. √

3.2.4 Differences between trade unions and workplace forums

- A trade union is a legal entity√ that can be sue or be sued in its own name. √
- A trade union negotiates salaries and wages√ , whereas a workplace forum does not deal with remuneration. √
- A trade union can organise a strike under certain circumstances√ ,whereas a workplace Forum cannot. √
- Non-union members√ can belong to a workplace forum.√

3.2.5 Function of workplace forums

- 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 inputs/recommendations. √√
- Consult with the employer and to reach consensus about working conditions. √√
- Consult with the employer on issues that could cause conflict √√
- Resolves conflict between employers and employees. √√
- Improve efficiency and productivity through input/recommendations. √√

3.2.6 Conclusion

- Without proper conflict management businesses will not be able to function optimally. √√
- The causes of conflict but be diagnosed and treated properly. √√
- Businesses need to allow employees to be part of trade unions and workplace forums. √√
- Workplace forums have the ability to resolve work related issues. √√

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MARK ALLOCATION GRID

Questions	Mark allocation	Total
Introduction	2	32
Meaning of conflict in the workplace.	8	
Cause of conflict in a workplace.	16	
Difference between trade unions and workplace forums.	12	
Functions of trade unions	10	
	2	
insight		
LAYOUT	2	8
ANALYSIS	2	
SYNTHESIS	2	
ORIGINALITY	2	
		40

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