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JN/D10

BUSINESS STUDIES
GRADE 11
PAPER 2

END YEAR EXAMINATION
2025

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TIME: 2 hours

MARKS: 150

This question paper consists of 9 pages

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INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

1. This question paper consists of THREE sections and covers TWO main topics.

   SECTION A: COMPULSORY
   SECTION B: Consists of THREE questions.
   Answer any TWO of the three questions in this section.
   SECTION C: Consists of TWO questions.
   Answer any ONE of the two questions in this section.

2. Read the instructions for each question carefully and take note of what is required. Note that ONLY the answers to the first TWO questions selected in SECTION B and the answers to the FIRST question selected in SECTION C will be marked.

3. Number the answers correctly according to the numbering system used in this question paper. NO marks will be awarded for answers that are numbered incorrectly.

4. Except where other instructions are given, answers must be written in full sentences.

5. Use the mark allocation and nature of each question to determine the length and depth of an answer.

6. Use the table below as a guide for mark and time allocation when answering each question.

SECTION	QUESTION	MARKS	TIME (minutes)
A: Objective-type questions COMPULSORY	1	30	20
B: THREE direct/indirect type questions CHOICE: Answer any TWO.	2	40	70
	3	40	
	4	40	
C: TWO essay-type questions CHOICE: Answer any ONE.	5	40	30
	6	40	
TOTAL		**150**	**120**

7. Begin the answer to EACH question on a NEW page, e.g. QUESTION 1 – new page, QUESTION 2 – new page.

8. You may use a non-programmable calculator.

9. Write neatly and legibly.

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SECTION A (COMPULSORY)

QUESTION 1

1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question numbers (1.1.1 to 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.

1.1.1 The directors of … are personally liable for the debts of the company.

A Phakathi and Sons
B Williams and Co Inc
C Davids (Pty) Ltd
D Naidoo Ltd

1.1.2 The business applied the … technique when they requested a panel of experts to solve a problem.

A Empty chair
B Brainstorming
C Delphi
D Nominal Group

1.1.3 The business practice of hiring an outside party to perform services is called …

A outsourcing
B renting
C franchising
D leasing

1.1.4 A/An … is a type of bar chart that shows the duration of tasks and people responsible for each task.

A Work Breakdown Structure
B timeline
C project
D Gannt chart

1.1.5 A … of Takki Traders should include the values of equality and respect to all stakeholders of the business.

A code of conduct
B code of induction
C mission statement
D vision statement

(5 x 2) (10)

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1.2 Complete the following statements by using the word(s) provided in the list below. Write only the word(s) next to the question numbers (1.2.1 to 1.2.5) in the ANSWER BOOK.

conventional; limited; professional; stress; conflict; ethical; grievance; change; unlimited; non-conventional

1.2.1 Tumi's Take & Pay has … liabilities for the debts of her business.

1.2.2 When Sandra answers the phone friendly and quickly, she applies … behaviour.

1.2.3 … refers to a state of mental or emotional strain.

1.2.4 A disagreement between two or more parties in the workplace is called …

1.2.5 Mpho applied … solutions obtained through using creative thinking.

(5 x 2) (10)



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1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question numbers (1.3.1 to 1.3.5) in the ANSWER BOOK, e.g. 1.3.6 K.

COLUMN A	COLUMN B	
1.3.1 Sustainability	A	using resources responsibly
1.3.2 Research reports	B	a document inviting the public to buy shares
1.3.3 Prospectus	C	documents that help management to evaluate the business
1.3.4 Royalties	D	is associated with the LEFT brain where the focus is on logic
1.3.5 Routine thinking	E	payments made to financial institutions for the use of their services
	F	using resources without doing damage to the environment and the community
	G	is associated with the RIGHT brain where the focus is on creativity
	H	documents that outline the processes and findings of systematic investigations
	I	payments made for the use of an idea of a creator
	J	a document that sets out the rights and duties of shareholders and directors

(5 x 2) (10)

TOTAL SECTION A: 30

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SECTION B

Answer ANY TWO questions in this section.

NOTE: Clearly indicate the QUESTION NUMBER of each question that you choose. The answer to EACH question must start on a NEW page, e.g. QUESTION 2 on a NEW page, QUESTION 3 on a NEW page.

QUESTION 2: BUSINESS VENTURES

2.1 List FOUR types of visual aids. (4)

2.2 Read the scenario below and answer the question that follows.

WE BUY CARS AND TRUCKS (WBCAT)

We Buy Cars and Trucks have recently listed on the JSE. They first issued shares to the public to introduce their investment options. They offered various types of shares. WBCAT sold new closely held shares two years later, to increase their capital.

Identify TWO offerings considered by public companies. Motivate your answers by quoting from the scenario above.

Use the table below as a guide to answer QUESTION 2.2.

OFFERINGS BY PUBLIC COMPANIES	MOTIVATION
1.	
2.	

(6)

2.3 Explain the importance of a Gantt chart. (4)

2.4 Discuss TWO benefits of establishing a company versus other forms of ownership. (6)

2.5 Recommend factors that the presenter must consider when designing a presentation. (4)

2.6 Read the scenario below and answer the questions that follow.

KAVEETHA AND RYSAND TRADERS (KRT)

Kaveetha and Rysand trade in imported fabrics. KRT realised that they cannot sell shares unless they convert to a company. They are aware of competitors who recently entered the market. KRT is looking for a bank that offers the lowest interest on loans.

2.6.1 Quote two factors that influenced KRT's choice of funding. (2)

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2.6.2 Explain TWO other sources of funding which ORRT should consider. (6)

2.7 Discuss reasons why entrepreneurs may decide to purchase an existing business. (4)

2.8 Suggest strategies a business can use to ensure they remain profitable and sustainable. (4)

[40]

QUESTION 3: BUSINESS ROLES

3.1 Name any FOUR stages of team development. (4)

3.2 Read the scenario and answer the questions that follow.

JAMRICH CATERERS (JC)

Jamrich Caterers provide tuck shop services to various schools in Johannesburg. The weak economic climate forced JC to reduce their number of employees. They decided to change their tuckshop menu. Legislation expects them to offer equal opportunities to previously disadvantaged groups.

3.2.1 Identify TWO major changes that JC has to deal with. Motivate your answers by quoting from the scenario above.

Use the table below as a guide to answer QUESTION 3.2.1.

MAJOR CHANGES BUSINESSES DEAL WITH	MOTIVATION
1.	
2.	

(6)

3.2.2 Suggest strategies a business can use to deal with globalisation. (4)

3.3 Discuss the advantages of creative thinking in the workplace. (6)

3.4 Read the scenario below and answer the questions that follow.

COMMERCE TUTORING (CT)

CT is offering tutoring classes online. They experienced various problems with their online system. They decided to change from online to face-to-face tutoring. They asked their tutors to list the advantages and disadvantages of the online tutoring system.

3.4.1 Identify the problem-solving technique CT used. (2)

3.4.2 Explain other ways in which a business can apply the Delphi technique identified in QUESTION 3.4.1. (4)

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3.5 Discuss the importance of managing stress in the workplace. (6)

3.6 Explain the benefits of ethical business ventures. (4)

3.7 Recommend ways in which businesses can deal with crises in the workplace. (4)

[40]

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 Outline the characteristics of a non-profit company. (4)

4.2 Read the scenario below and answer the question that follows.

> Kenewang grows her own vegetables and sells them to customers. She used all her savings to purchase equipment, seeds and fertilizer. She regularly evaluates the prices of her vegetables. Kenewang was able to adapt to droughts through improved irrigation methods.

State TWO qualities of an entrepreneur that Kenewang display. (2)

4.3 Discuss TWO aspects that must be considered when initiating a business. (6)

4.4 Explain the advantages of franchising. (4)

4.5 Recommend factors that must be considered when composing a flyer. (4)

BUSINESS ROLES

4.6 Mention FOUR examples of crises in the workplace. (4)

4.7 Read the scenario below and answer the question that follows.

> James does consulting work for various international businesses. He ensures that his clients operate in a manner that is sustainable for future generations by taking care of the environment. James ensures that all sensitive information of clients will not be disclosed without their permission.

Quote TWO principles of professionalism and ethics that James applies. (2)

4.8 Discuss ways in which a business can create an environment that stimulates creative thinking. (6)

4.9 Describe how businesses can deal with change in the workplace. (6)

4.10 Suggest ways in which professional, responsible, ethical and effective business practice should be conducted. (4)

[40]

TOTAL SECTION B: 80

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SECTION C

Answer ANY ONE question in this section.

NOTE: Clearly indicate the QUESTION NUMBER of the chosen question. The answer to EACH question must start on a NEW page, e.g. QUESTION 5 on a NEW page OR QUESTION 6 on a NEW page.

QUESTION 5 BUSINESS VENTURES (PRESENTATION OF BUSINESS INFORMATION)

Entrepreneurs need to present their business reports to various stakeholders. The presenter must use feedback to improve future presentations. Various visual aids are available to use during a presentation.

With reference to the above, write an essay in which you cover the following aspects:

- Outline steps in report writing.
- Explain how to handle feedback in a non-aggressive and professional manner.
- Discuss how the presenter must prepare the following visual aids:
  - posters
  - handouts
- Recommend areas for improvement on a business report.

[40]

QUESTION 6 BUSINESS ROLES (TEAM DYNAMICS AND CONFLICT MANAGEMENT and PROFESSIONALISM AND ETHICS)

For teams to perform optimally, clear ethical and professional guidelines must be provided by the organisation. Workplace forums play an important role in preventing conflict in the business and in achieving the goals of a business.

With reference to the above, write an essay in which you cover the following aspects:

- Outline the functions of workplace forums.
- Differentiate between professionalism and ethics.
- Discuss THREE theories of ethics that are applicable to the workplace.
- Advise management on the differences between trade unions and workplace forums. **[40]**

TOTAL SECTION C: 40

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EXAMINATION P2

2025

MARKING GUIDELINES

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GRADE 11

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NOTES TO MARKERS

PREAMBLE

The notes to markers are provided for quality assurance purposes to:

(a) Ensure fairness, consistency and reliability in the standard of marking
(b) Facilitate the moderation of candidates' scripts at the different levels
(c) Streamline the marking process considering the broad spectrum of markers across the country
(d) Implement appropriate measures in the teaching, learning and assessment of the subject at schools/institutions of learning

1. For marking and moderation purposes, the following colours are recommended:
   Marker: Red
   Senior Marker/HOD: Green
   District Moderator: Orange

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

3. Comprehensive marking guidelines have been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct, but:
   - Uses a different expression from that which appears in the marking guidelines
   - Comes from another source
   - Is the original
   - A different approach is used

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

4. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)

5. The word 'Sub-max' is used to facilitate the allocation of marks within a question or sub-question.

6. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts as well as for calculation and moderation purposes.

7. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks at the end of each question. This must be guided by 'max' in the marking guidelines. Only the total for each question should appear IN the left-hand margin next to the appropriate question number.

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8. In an indirect question, the theory as well as the response must be relevant and related to the question.

9. Correct numbering of answers to questions or sub-questions is recommended in SECTIONS A and B. However, if the numbering is incorrect, follow the sequence of the candidate's responses. Candidates will be penalised if the latter is not clear.

10. No additional credit must be given for repetition of facts. Indicate with an' R'.

11. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:

11.1 When 'evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance, e.g. **Positive:** *'COIDA eliminates time and costs spent√ on lengthy civil court proceedings.'✓*

11.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance candidates are also expected to support their responses with more depth, e.g. *'COIDA eliminates time and costs spent ✓ on lengthy civil court proceedings ✓, because the employer will not be liable for compensation to the employee for injuries sustained during working hours as long as it can be proved that the business was not negligent.'√*

NOTE:
1. The above could apply to 'analyse' as well.
2. Note the placing of the tick (✓) in the allocation of marks.

12. The allocation of marks must be informed by the nature of the question, the cognitive verb used, the mark allocation in the marking guidelines and the context of each question.

Cognitive verbs, *such as*:

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

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

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

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14. **SECTION B**

14.1 If for example, FIVE facts are required, mark the candidate's FIRST FIVE responses and ignore the rest of the responses. Indicate by drawing a line across the unmarked portion.

NOTE:
1. This applies only to questions where the number of facts is specified.
2. The above also applies to responses in SECTION C. (where applicable)

14.2 If two facts are written in one sentence, award the candidate FULL credit. Point 14.1 above still applies.

14.3 If candidates are required to provide their own examples/views, brainstorm this to finalise alternative answers.

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

14.4.1 If the number of facts is specified, questions that require candidates to 'describe/discuss/explain' may be marked as follows:
Fact = 2 marks (or as indicated in the marking guidelines)
Explanation = 1 mark
The 'fact' and 'explanation' are given separately in the marking guidelines to facilitate mark allocation.

14.4.2 If the number of facts required is not specified, the allocation of marks must be informed by the nature of the question and the maximum mark allocated in the marking guideline.

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

15. **SECTION C**

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

Introduction	**Maximum: 32**
Content	
Conclusion	
Insight	**8**
TOTAL	**40**

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15.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, body and a conclusion?	**2**
Analysis and interpretation	Is the candidate able to break down the question into headings/subheadings/interpret it correctly to show understanding of what is being asked? Marks to be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks): 1 (One 'A')	**2**
Synthesis	Are there relevant decisions/facts/responses made based on the questions? Option 1: **Only relevant facts: 2 marks (No '-S')** Where a candidate answers 50% or more (two to four sub-questions) of the question with only relevant facts; no '-S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis. Option 2: **Some relevant facts: 1 mark (One '-S')** Where a candidate answers less than 50% (only one sub-question) of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 3: **Some relevant facts: 1 mark (One '-S')** Where a candidate answers FOUR sub-questions, but one/two/three sub-questions with no relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 4: **No relevant facts: 0 mark (Two '-S')** Where a candidate answers less than 50% (only one sub-question) of the questions with no relevant facts; two '-S' appears in the left margin. Award a ZERO mark synthesis.	**2**
Originality	Is there evidence of one example per topic/subtopic based on recent information, current trends and developments?	**2**
	TOTAL FOR INSIGHT:	**8**
	TOTAL MARKS FOR FACTS:	**32**
	TOTAL MARKS FOR ESSAY (8 + 32):	**40**

NOTE:

1. **No marks will be awarded for content repeated from the introduction and conclusion.**
2. **The candidate forfeits marks for layout if the words INTRODUCTION and CONCLUSION are not stated.**
3. **No marks will be awarded for layout, if the headings INTRODUCTION and CONCLUSION are not supported by an explanation.**

15.3 Indicate insight in the left-hand margin with a symbol e.g., 'L, A, -S and/or O'.

15.4 The breakdown of marks is indicated at the end of the suggested answer/ marking guideline to each question.

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15.5 Mark all relevant facts until the SUBMAX/MAX mark in a subsection has been attained. Write 'SUBMAX'/'MAX' after maximum marks have been obtained, but continue reading for originality 'O'.

15.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows: (L – Layout, A – Analysis, S – Synthesis, O – Originality) as in the table below.

CONTENT	MARKS
Facts	**32 (max.)**
L	**2**
A	**2**
S	**2**
O	**2**
TOTAL	**40**

15.7 When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of the same subheadings. Remember, headings and subheadings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See MARK BREAKDOWN at the end of each question.)

15.8 If the candidate identifies/interprets the question INCORRECTLY, then he/she may still obtain marks for layout.

15.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the marking guidelines.

15.10 15.10.1 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.

15.10.2 With effect from November 2015, the TWO marks will not necessarily appear at the end of each completed sentence. The ticks (√) will be separated and indicated next to each fact, e.g. *'Product development is a growth strategy√, where businesses aim to introduce new products into existing markets.'√*
This will be informed by the nature and context of the question, as well as the cognitive verb used.

15.11 With effect from November 2017, the maximum of TWO (2) marks for facts shown as headings in the marking guidelines, will not necessarily apply to each question. This would also depend on the nature of the question.

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SECTION A (COMPULSORY)

QUESTION 1

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

(5 x 2) (10)

1.2.1 unlimited ✓✓
1.2.2 professional ✓✓
1.2.3 stress ✓✓
1.2.4 conflict ✓✓
1.2.5 non-conventional✓✓

(5 x 2) (10)

1.3.1 F✓✓
1.3.2 H✓✓
1.3.3 B✓✓
1.3.4 I ✓✓
1.3.5 D✓✓

(5 x 2) (10)

TOTAL SECTION A: 30

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SECTION B

QUESTION 2 BUSINESS VENTURES

2.1 **List FOUR types of visual aids.**

- Tables✓
- Bar graph✓
- Line graph✓
- Pie chart✓
- Flow chart/Diagram✓
- Poster✓
- Handouts✓
- Transparency✓

Any other relevant answer relating to visual aids **Max (4)**

NOTE: Mark the first FOUR responses only

2.2 **Offerings of public companies from the scenario**

OFFERINGS BY PUBLIC COMPANIES	MOTIVATION
1. Initial public offering (IPO)✓✓	They first issued shares to the public to introduce their investment options. ✓
2. Secondary offering✓✓	WBCAT sold new closely held shares two years later, to increase their capital. ✓
Submax (4)	Submax (2)

Max (6)

NOTE:

1. **The answer does not have to be in tabular format.**
2. **Award marks for the factor even if the quotes were incomplete.**
3. **Do not award marks for the motivations if the factor was/were incorrectly identified.**
4. **Mark the first TWO only**
5. **Accept responses in any order**

2.3 **Importance of a Gantt chart.**

- Easy to prepare ✓ and understand.✓
- Events are shown in✓ a chronological order ✓
- The time needed for an activity✓ is shown visually✓
- Managers and team members can see which activities✓ run concurrently. ✓
- Team members can see who is responsible✓ for each activity. ✓
- They show progress on activity ✓ and enable managers to monitor progress. ✓
- Interrelated tasks ✓ can be used at a glance. ✓

Any other relevant answer relating to the importance of a Gantt chart. **Max (4)**

2.4 **Benefits of establishing a company versus other forms of ownership.**

Legal status and liability✓✓

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

Any other relevant answer relating to legal status and liability

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Heading (2)
Discussion (1)
Submax (3)

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.✓

Any other relevant answer relating to profit-sharing

Heading (2)
Discussion (1)
Submax (3)

Ownership and management✓✓
- Shareholders are able to buy and sell shares freely in a public company.✓
- The company is managed by qualified and competent board of directors.✓
- A company is less likely to use consultants as it has a larger pool of skills and expertise.✓
- Directors are more likely to take risks and allow growth opportunities for the business.✓

Any other relevant answer relating to ownership and management

Heading (2)
Discussion (1)
Submax (3)

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

Any other relevant answer relating to capital and cash flow

Heading (2)
Discussion (1)
Submax (3)

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.✓

Any other relevant answer relating to life span and continuity

Heading (2)
Discussion (1)
Submax (3)

Taxation✓✓
- Companies have tax benefits that other enterprises do not have. They may obtain tax rebates if they are involved in social responsibility projects.✓
- Allowances made for companies such as tax-deductible business expenses are:
  - Day to day expenses such as: material and equipment costs, employee costs and administrative costs, business/office rental costs✓

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- Capital expenses✓, Education✓, Entertainment✓, Business start-up expenses✓
- The life span of a sole proprietor and partnership is limited.✓

Any other relevant answer relating to taxation

Heading (2)
Discussion (1)
Submax (3)

NOTE: Mark the fist TWO only **Max (6)**

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

- Know your audience. ✓✓
- Be clear about the purpose of the presentation ✓✓
- The presentation should include an introduction, body and conclusion. ✓✓
- State the aims of the presentation in your introduction. ✓✓
- Outline the most important information that needs to be shared with your audience ✓✓
- Use visual aids/tables/graphs/charts/diagrams/pictures effectively. ✓✓
- Familiarise yourself with the content of the presentation to ensure a smooth flow of the presentation. ✓✓
- Be familiar with the background of your audience, so that your presentation speaks to their area of interest. ✓✓
- 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 ✓✓
- Allow time for feedback/questions. ✓✓
- Speak clearly and audibly. ✓✓
- include simple language in your presentation. ✓✓
- Keep eye contact with the ✓✓
- Any other relevant answer relating to the design of a presentation.

Max (4)

2.6 **Choice of funding from the scenario**

2.6.1 **Two factors that influenced KGT's choice of funding.**

- KRT realised that they cannot sell shares unless they convert to a company✓
- KGT is looking for a bank that offers the lowest interest on loans✓ **Max (2)**

NOTE: ONLY mark the first TWO answers
Do not allocate marks for incomplete quotes or answers not quoted from the scenario

2.6.2 **Other factors that influence the choice of funding.**

The amount of capital needed✓✓

- The larger the amount of capital needed, the fewer options will be available. ✓
- Larger amounts must be obtained from banks, or the owner must use his/her own funds. ✓
- The government or NGOs will only give grants for smaller amounts.✓

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Any other relevant answer relating to the amount of capital needed.

Heading (2)
Explanation (1)
Submax (3)

Risk✓✓

- The bank/venture capitalist will always consider how safe their investment will be by looking at factors that will endanger the recovery of the debt. ✓
- It is always more difficult for a new business to obtain funding/extra funding than an existing business who already has a good credit record.✓

Any other relevant answer relating to risk

Heading (2)
Explanation (1)
Submax (3)

Period of finance✓✓

- For short-term financing like the payment of creditors, buying stock, and so on, businesses could make use of a bank overdraft. ✓
- If a business must buy an asset, such as equipment, a bank loan would suit this purpose better.✓

Any other relevant answer related to period of finance

Heading (2)
Explanation (1)
Submax (3)

NOTE: Mark the first TWO only **Max (6)**

2.7 **Reasons why entrepreneurs may decide to purchase an existing business.**

- An established business should not take up too much time to set up✓ as all requirements needed to run the business is already in place.✓
- An established business should have an existing✓ customer base.✓
- When an entrepreneur buys an existing business, it may come with goodwill✓ from an established good reputation on the market. ✓
- The market research has already been done for an existing business✓, so the new owner can use that information to form any future plans.✓
- If you purchase an existing business, the owner may often be willing to stay on for an agreed amount of time✓ to mentor and guide the incoming owner.✓
- An existing business already has customers✓ and continued cash flow. ✓
- Many existing companies have three or more years of profitable financials✓ that makes it easier to secure financing either from a traditional bank, government organisation, or venture capitalist.✓
- Having trained staff in place✓ can ensure a smooth transfer and contribute to the success of the business.✓
- When an entrepreneur buys an existing business, it can increase its market position,✓ customer base, market share, and resources.✓

Any other relevant answer relating to reasons why entrepreneurs decide to purchase an existing business. **Max (4)**

2.8 **Strategies a business can use to ensure they remain profitable and sustainable**

- Planning is important when it comes to being efficient. ✓✓
- Sound financial management and good accounting practices are the best ways in which a business can remain profitable.✓✓
- Effective management of scarce resources and employees.✓✓
- Maintaining a solid customer base.✓✓

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- Being ethical by behaving in a socially responsible way.✓✓
- Being socially responsible.✓✓

Any other relevant answer relating to strategies a business can use to ensure they remain profitable and sustainable. **Max (4)**

[40]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	4
2.2	6
2.3	4
2.4	6
2.5	4
2.6.1	2
2.6.2	6
2.7	4
2.8	4
TOTAL	40

QUESTION 3 BUSINESS ROLES

3.1 **Stages of team development**

- Forming✓
- Storming✓
- Norming/settling/reconciliation✓
- Performing/working as a team towards a goal✓
- Mourning/Adjournment✓

Any other relevant answer related to the stages of team development. **Max (4)**

NOTE: Mark the first FOUR responses only

3.2 **Major changes from the scenario**

3.2.1

MAJOR CHANGES BUSINESSES DEAL WITH	MOTIVATION
1. Retrenchment✓✓	The weak economic climate forced JC to reduce their number of employees✓
2. Affirmative action✓✓	Legislation expects them to offer equal opportunities to previously disadvantaged groups✓
Submax (4)	Submax (2)

Max (6)

NOTE:

1. **The answer does not have to be in tabular format.**
2. **Award marks for the change even if the quotes were incomplete.**
3. **Do not award marks for the motivations if the change was/were incorrectly identified.**
4. **Mark the first TWO only**
5. **Accept responses in any order**

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3.2.2 **Strategies a business can use to deal with globalisation.**

- Businesses should be attentive of changes and trends in their related industry.✓✓
- They should stay up to date with new technology, processes and developments to ensure that they have a competitive edge.✓✓
- Overseas markets for the businesses' products should be explored.✓✓
- Businesses should ensure that their products meet international standards of quality.✓✓
- Products that are made available to different markets should be useful, eye catching and unique.✓✓
- Source overseas manufacturers/materials/suppliers etc, to ensure the business stays competitive.✓✓
- Build a strategy for connecting with governments around the world.✓✓
- Comply with international trade laws to make it easy to trade internationally.✓✓
- Upgrade the enterprise's information technology (IT) network to enable online purchasing.✓✓

Any other relevant answer related to strategies a business can use to deal with globalisation. (4)

3.3 **Advantages of creative thinking in the workplace.**

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

Any other relevant answer relating to advantages of creative thinking. **Max (6)**

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

Force-Field analysis✓✓ **Max (2)**

3.4.2 **Other applications of the Force-field analysis technique.**

- Describe the current situation/problem ✓ and the desired situation. ✓
- Identify what is going to happen ✓ if there is no action taken. ✓
- Discuss the key restraining forces ✓ and determine their strengths. ✓
- Discuss the key driving forces and determine their strengths.
- Allocate a score to each force using a numerical scale, ✓ where 1 is weak and 5 is strong.
- Weigh up the positives and negatives ✓ then decide if the project is viable. ✓

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- Analyse the restraining forces ✓ and best way of advancing them. ✓
- Explore the driving forces ✓ and the best way of advancing them ✓
- Choose the force with the highest score ✓ as the solution. ✓
- If the project is viable, ✓ find ways to increase the forces for change. ✓
- Identify priorities ✓ and develop an action plan. ✓
- Any other relevant answer related to the application of the force-field analysis technique.

Max (4)

3.5 **Importance of managing stress in the workplace.**

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

Any other relevant answer related to the importance of managing stress in the workplace. **Max (6)**

3.6 **Benefits of ethical business ventures**

- Provide a competitive advantage ✓ in terms of customers ✓
- Improves employees' happiness ✓ as they will feel comfortable working for a business that is behaving ethically. ✓
- Attracts more investors ✓ if they know that the company, they work with operate in ethical way. ✓
- Business ethics are beneficial for the company ✓ by attracting customers and employees. ✓
- Builds customer loyalty/avoid legal problems/attract ✓ and retain talented employees. ✓
- Create a more positive image in the marketplace, ✓ which can bring in new customers through word-of-mouth referrals. ✓
- Retains good employees ✓ as they want to be part of a company whose management team tells them the truth about the company's operations. ✓
- Staff morale can be built ✓ and maintained by paying employees fairly. ✓

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- 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. ✓
- Any other relevant answer related to different perspectives on ethics **Max (4)**

3.7 **Recommend ways in which businesses can deal with crises in the workplace**•
Assess and evaluate the nature of the crisis.✓✓

- When a crisis happens the affected department or persons should respond to the situation in a calm manner and determine what the nature and cause of the crisis is in order to plan an appropriate response.✓✓
- If necessary, seek advice from experts.✓✓
- Manage the seriousness of the situation by responding to the situation immediately.✓✓
- Ensure that accurate and correct information is provided when managing the situation or crisis.✓✓
- Provide training and support to staff members affected by the situation.✓✓
- Contain the situation as effectively as possible to minimise any potential damage to the business.✓✓
- Communicate with all stakeholders to ensure that they are properly briefed about the events, its impact and the actions that should be taken.✓✓
- The management team of the business should appoint a spokesperson to manage all the media briefings.✓✓
- Debriefing sessions should be arranged for all those directly involved in the crisis.✓✓
- Implement and evaluate the efficacy of the emergency plan during the crisis.✓✓
- If necessary, revise and amend the emergency plan after the crisis.✓✓

Any other relevant answer related to ways in which a business can deal with crisis in the workplace. **Max (4)**

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[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2.1	6
3.2.2	4
3.3	4
3.4.1	6
3.4.2	2
3.5	6
3.6	4
3.7	4
TOTAL	40

QUESTION 4 MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 **Characteristics of a non-profit company.**

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- Non-profit companies do make money, they just do not make a profit.✓✓
- Any money raised by a non-profit company needs to be used by the company to cover its expenses.✓✓
- The name of the non-profit company must end with NPC.✓✓

Any other relevant answer related to the characteristics of NPO's. **Max (4)**

4.2 **Qualities of and entrepreneur from the scenario**

- Taking calculated risks/risk taking✓
- Flexibility/Willpower to overcome obstacles✓ **Max (2)**

NOTE: Mark the first TWO responses only
Do not allocate marks for incomplete quotes or answers not quoted from the scenario

4.3 **Aspects that must be considered when initiating a business.**

Strategy✓✓

- A strategy is a plan of action that must be carried out by an entrepreneur.✓
- Systems and processes should be in place for the business to achieve its goals.✓
- Businesses must ensure that strategies such as marketing/management/public relations are implemented and continuously reviewed.✓

Any other relevant answer related to strategy

Heading (2)
Discussion (1)
Submax (3)

Operations✓✓

- Businesses must implement the activities that are outlined in the action plan.✓
- Operations need to be implemented, staff must be employed and trained.✓
- Resources must be acquired and managed continuously.✓
- Constant monitoring and evaluation need to be done to ensure that resources are used effectively.✓

Any other relevant answer related to operations

Heading (2)
Discussion (1)
Submax (3)

Productivity✓✓

- Productivity is the effectiveness of production in terms of the rate of output per unit of input.✓
- Businesses must ensure that there is a high rate of productivity in all aspects of its operations.✓
- Ensure that costs are decreased, and outputs are increased to maximise profits.✓

Any other relevant answer related to productivity

Heading (2)
Discussion (1)
Submax (3)

Size of a business✓✓

- Businesses must decide on the most appropriate size for successful operations.✓
- The bigger the business, the more difficult it is to manage.✓
- The success of the business is often dependant on the management and the staff.✓

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- it may be difficult to keep control of the quality of work and productivity levels of employees.✓

Any other relevant answer related to the size of a business

Heading (2)
Discussion (1)
Submax (3)

NOTE: Mark the first TWO only **Max (6)**

4.4 **Advantages of franchising**

- Forms of financing that are not available to the public✓ are often available to franchisees.✓
- Purchasing a franchise could be cheaper✓ than starting your own business.✓
- A business is based on a proven idea✓ and the product and service are tried and tested.✓
- Reduced✓ long-term financial risk.✓
- Management advice is often provided ✓so it is not necessary to be a business expert.✓ Franchises✓ often offer entrepreneurial help.✓
- Established suppliers give bulk discounts✓ as they form part of a larger group.✓
- Businesses are able to use a recognised brand name✓ and registered trademark.✓
- The systems, operations✓ and services are well established.✓
- Franchises often have an established reputation and image,✓ proven management and work practices, access to national advertising and ongoing support.✓
- Franchises offer the independence of a small business ownership✓ supported by the benefits of a big business network.✓
- You do not necessarily need business experience✓ to run a franchise. Franchisors usually provide the training you need to operate their business model.✓
- Franchises have a higher rate of success✓ than start-up businesses.✓
- The marketing and advertising costs can be shared,✓ so they are lower than for a non-franchised business.✓
- There is often access to group support from other franchisees✓ and a network of communication and legal advice.
- An operational franchise is an established business✓ so there is less financial risk.✓
- Franchisees and their staff receive training✓ and support from the franchisor.✓
- Banks will more likely grant financial assistance✓ to an established business.✓
- The product is already well known in the market,✓ which guarantees sales and good return.✓
- Franchisees benefit from lower costs✓ due to centralised buying by the franchisor.✓

Any other relevant answer related to advantages of franchising **Max (4)**

4.5 **Recommend factors that must be considered when composing a flyer.**

- Decide on the main theme of the flyer.✓✓
- Make the central theme eye-catching/appealing to the reader.✓✓
- The flyer should consist of both graphics and words.✓✓
- Limit the number of words on the flyer.✓✓
- Use colour and large fonts for the most important information.✓✓
- Ensure that the layout of the flyer is attractive and appealing.✓✓
- Provide information about products/services.✓✓
- Insert contact details of the business.✓✓
- Proofread the flyer before printing it. ✓✓

Any other relevant answer related to factors that must be considered when composing a flyer **Max (4)**

BUSINESS ROLES

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4.6 **Examples of crises in the workplace.**

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

Any other relevant answer related to examples of crises in the workplace **Max (4)**

NOTE: Mark the first FOUR responses only

4.7 **Principles of professionalism and ethics from the scenario**

- He ensures that his clients operate in a manner that is sustainable for future generations by taking care of the environment. ✓
- James ensures that all sensitive information of clients will not be disclosed without their permission.✓ **Max (2)**

NOTE: Mark the first TWO responses only
Do not allocate marks for incomplete quotes or answers not quoted from the scenario

4.8 **Ways in which a business can create an environment that stimulates creative thinking.**

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

Any other relevant answer related to ways in which a business can create an environment that stimulates creative thinking **Max (6)**

4.9 **Ways in which businesses can deal with change in the workplace.**

- Businesses should recognise the differences that manifest when change processes are started ✓ and set out to achieve the goals and/or objectives of the process for change.✓
- Businesses should recognise that change creates stress ✓ and disequilibrium for employees.✓
- It is important for businesses to capacitate the employees with stress and change management solutions ✓ to cope with different situations.✓

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- Employers should engage employees in the process of change ✓ to build trust.✓
- By consulting and communicating with employees, management shows that they are transparent and are keeping all staff informed of the expected changes.✓
- Management should adhere to the plan ✓ and not move away from it.✓
- All employees should be participative ✓ in the transformation process.✓
- Change can be implemented easily ✓ if employees have good interpersonal relationships demonstrating trust, respect and support for each other.✓
- To ensure that employees have a competitive advantage for promotion purposes, ✓ they should practice lifelong learning to ensure that they have the expected skills and knowledge base.✓

Any other relevant answer related to ways in which businesses can deal with change in the workplace **Max (6)**

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

- Businesses should treat all employees equally. ✓✓
- Plan properly and put preventative measures in place. ✓✓
- Pay fair wages/salaries which are in line with the minimum requirements of the BCEA. ✓✓
- Remunerate employees for working overtime/during public holidays. ✓✓
- Engage in environmental awareness programmes. /Refrain from polluting the environment, e.g., by legally disposing of toxic waste. ✓✓
- Refrain from starting a venture using other businesses' ideas that are protected by law. ✓✓
- Business decisions and actions must be clear/transparent to all stakeholders. ✓✓
- Businesses should be accountable /responsible for their decisions and actions/patent rights. ✓✓
- Hiring honest/trustworthy accountants/financial officers with good credentials. ✓✓
- New business owners must plan effectively and ensure that they put preventative measures in place to protect their business. ✓✓
- To foster employee confidence and loyalty, it is important to ensure that all staff has equal access to opportunities, positions, and resources. ✓✓
- 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 which professional, responsible, ethical, and effective business practice should be conducted. **Max (4)**

[40]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	4
4.2	2
4.3	6
4.4	4
4.5	4

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4.6	4
4.7	2
4.8	6
4.9	4
4.10	4
TOTAL	40

TOTAL SECTION B: 80

SECTION C

Mark the FIRST question only.

QUESTION 5 BUSINESS VENTURES (PRESENTATION OF BUSINESS INFORMATION)

Entrepreneurs need to present their business plans to various stakeholders. They should know how to present business information in a professional manner. Successful entrepreneurs always find new ways of presenting business information.

5.1 **Introduction**

- Report writing must be planned properly.✓
- A well prepared presentation can improve the image of a business.✓
- Visual aids should be prepared by following certain guidelines.✓
- It is important to allow the audience to ask questions after a presentation.✓

Any other relevant introduction related to steps in report writing, factors to consider when preparing a presentation, preparing posters and handouts, and how to handle feedback in a non-aggressive and professional manner

Any (2 x 1) (2)

5.2 **Steps in report writing**

- Define the purpose of a report and 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 e.g. title, contents page, introduction, body and conclusion ✓✓
- Prepare a work plan, start early and allow time for brainstorming and preliminary research. ✓✓
- 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 it sometime later. ✓✓

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- Ensure the information presented is useful to the decision-making process
- Organise and rewrite your material ✓✓
- Prepare visual aids to help convey the information ✓✓
- 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 steps in report writing

Max (10)

5.3 **Handling feedback in a non-aggressive and professional manner after a presentation**

- Note/write down the questions asked ✓ to be able to respond correctly. ✓
- Be polite, confident ✓ and courteous/humorous. ✓
- Address questions ✓ in an orderly manner. ✓
- Listen to the whole question ✓ and then respond. ✓
- Respond honestly ✓ and as best as you can ✓
- Encourage questions ✓ from the audience. ✓
- Repeat the question ✓ so that everyone can understand the basis of your response ✓
- Acknowledge good questions ✓ to motivate the audience to ask more questions. ✓
- Rephrase questions if uncertain ✓ and if you do not know the answer then admit ✓
- Limit question time ✓ so that it does not make you go over your time limit. ✓
- Remain professional ✓, polite and calm ✓
- Pause and consider your answer ✓ before responding ✓
- Apologise for the error ✓ that you have made ✓
- Always address the questions ✓ and not the person/Address questions in an orderly manner ✓
- Be assertive when answering questions ✓ and avoid being aggressive ✓
- Do not make a second presentation ✓ when answering a question ✓
- Any other relevant answer related to handling feedback in a non-aggressive and professional manner

Max (12)

5.4 **Preparing visual aids**

Guidelines on how to prepare posters

- Make use ✓ of headings ✓
- Make sure all relevant information ✓ appears on the poster ✓
- Use bright colours ✓ to enhance visibility ✓
- Use short phrases ✓ instead of full sentences ✓
- Make use ✓ of pictures ✓
- Posters must be bold, creative ✓ and easy to read ✓
- They must have essential details ✓ and summarise ✓
- Get the intended message ✓ across strongly. ✓

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- Any other relevant answer related to guidelines on how to prepare a poster.

Sub max (8)

Guidelines on how to prepare handouts

- Structure information ✓ in a logical sequence ✓
- Use a legible font ✓ size and font size ✓
- Choose images ✓ that may help to communicate the message. ✓
- Make sure ✓ there are no grammatical/spelling errors. ✓
- Use bright colours ✓ to increase visibility. ✓
- Refrain from using busy borders, different fonts ✓ and too many different colours. ✓
- Allow an empty page at the end of the handout ✓ to allow the audience to make additional notes during the presentation. ✓
- The handouts must complement the presentation ✓ using summarised notes. ✓
- Prepare a cover page ✓ with the title and details of the presenter. ✓
- Include an index page ✓ with different levels of information. ✓
- The handout must include information ✓ like definitions/tables/illustrations. ✓
- Limit the content ✓ of the handout to 2 – 4 pages. ✓
- Acknowledges sources that were accessed ✓ to compile the handout. ✓
- Ensure that sufficient copies ✓ of the handouts are printed for distribution. ✓
- Any other relevant answer related to preparing handouts

Sub max (8)

Max (16)

5.5 **Areas for improvement on a business report**

- Remove irrelevant information ✓✓
- Make necessary adjustments in line with the aim of the report ✓✓
- Make use of a language expert to make changes to the report ✓✓
- Adjust the report by using a small sample to have access to the report and to make recommendations ✓✓
- Improve the report by making use of credible research material ✓✓
- Only use diagrams, tables etc if it is offering additional info ✓✓
- Any other relevant answer related to areas for improvement on a business report.

Max (8)

5.6 **Conclusion**

- Report writing must be cohesive and contain reliable information.✓✓
- The success of a presentation depends on the preparation.✓✓
- Visual aids will attract and maintain the attention of the audience.✓✓
- Feedback from a presentation can be used to improve future presentations.✓✓

Any other relevant conclusion related to steps in report writing, factors to consider when preparing a presentation, preparing posters and handouts, and how to handle feedback in a non-aggressive and professional manner (1 x 2) (2)

[40]

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL

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Introduction	2	**Max 32**
Steps in report writing	10	
Factors to consider when preparing a presentation	12	
Preparing visual aids	16	
Handling feedback in a non-aggressive and professional manner	8	
Conclusion	2	
INSIGHT		
Layout		**2**
Analysis / Interpretations		**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.

QUESTION 6 BUSINESS ROLES(TEAM DYNAMICS AND CONFLICT MANAGEMENT)

For teams to perform optimally, clear ethical and professional guidelines must be provided by the organisation. Workplace forums play an important role in preventing conflict in the business and in achieving the goals of a business.

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6.1 **Introduction**

- A professional work environment creates a healthy work environment.✓
- Workplace forums play an important role in relations between employers and employees.✓
- The theories of ethics which are applicable in the workplace can be used as an effective tool to regulate a work environment .✓
- Managers and employees should know the differences between trade unions and workplace forums.✓

Any other relevant introduction related to causes of conflict, functions of a workplace forum, stages of team development, or differences between trade unions and workplace forums. **Any (2 x 1) (2)**

6.2 **Function of workplace forums**

- Prevent unilateral decisions made by employers on issues affecting the employees. ✓✓
- Encourages worker's participation in decision-making. ✓✓
- The workplace forum has the right to be consulted by the employer. ✓✓
- Promotes the interests of all employees in the workplace. ✓✓
- Promotes efficiency in the workplace through inputs/recommendations. ✓✓
- Consult with the employer to reach a consensus about working conditions. ✓✓

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- Consult with the employer on issues that could cause conflict✓✓
- Resolves conflict between employers and employees. ✓✓
- Improve efficiency and productivity through input/recommendations. ✓✓
- Any other relevant answer related to the functions of workplace forums.

Max (10)

6.3 **Differences between professionalism and ethics**

PROFESSIONALISM	**ETHICS**
Refers to when a person acquires knowledge and skills✓ to practice a specific job or profession.✓	Refers to the principles of right and wrong✓ and what is acceptable in society.✓
Set of standards✓ of expected behavior. ✓	Conforms to a set of values✓ that are morally acceptable within a business or organisation.✓
Applies a code of conduct✓ of a profession or business.✓	Forms part of a code of conduct✓ to guide employees to conduct themselves ethically✓
Focuses on upholding the reputation✓ of a business or profession.✓	Focuses on developing a moral compass✓ for decision-making.✓
Includes guidelines for the appearance,✓ conduct, communication, attitude, roles and responsibilities of employees within the business or organisation.✓	Involves following the principles✓ of right and wrong in business practices.✓
Any other relevant answer relating to professionalism	Any other relevant answer relating to ethics
Sub max (8)	Sub max (8)

NOTE: The differences do not have to link but must be clear

Max (16)

6.4 **THREE theories of professionalism and ethics**

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. ✓
- Business should not impose its mission ✓ or products on people. ✓
- Any other relevant answer related to the rights approach.

Heading (2)
Discussion (2)
Submax (4)

Consequential approach ✓ ✓

- Business must promote or generate the greatest value for society, ✓ while harming as few as possible. ✓
- Consequentialists believe that an act should be judged based on the effect it has on others/ if the effect is good, ✓ the action can be seen as ethical. ✓

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- The consequentialist theory suggest that an action is good or bad ✓ depending on its outcome. ✓ /It tries to answer the ethical questions about right or wrong ✓ and how we arrive at this answer. ✓
- It determines whether to do or not do something ✓ based on the expected result of the action. ✓
- If the expected result is good then, ✓ it's ethically right to do; if the expected result is bad, then it is ethically wrong to do. ✓
- Any other relevant answer related to the consequential approach.

Heading (2)
Discussion (2)
Submax (4)

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 recognises that ethics and values vary from country to country ✓ and from area to area. ✓
- Any other relevant answer related to the common good approach.

Heading (2)
Discussion (2)
Submax (4)

NOTE: Mark the first THREE only **Max (12)**

6.5 **Differences between trade unions and workplace forums.**

- 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.✓✓
- A trade union is a legal entity that can sue or be sued in its name.✓✓
- Non-union members can belong to a workplace forum.✓✓
- A trade union charges membership fees whereas a workplace forum is free.✓✓

Any other relevant answer related to the differences between trade unions and workplace forums

Max (8)

6.6 **Conclusion**

- The functions of workplace forums have, if implemented correctly have increased the loyalty and morale of employees as they participate in the work dynamic .✓✓
- Workplace forums can improve relations between employers and employees. ✓✓
- Professional and ethical behaviour is important for long term sustainability of any organisation, for the target market to increase.✓✓
- Employees should use workplace forums to their advantage.✓✓
- The public relations image of a business regarding their professional and ethical conduct is a priceless commodity. ✓✓
- Any other relevant conclusion related to functions of a workplace forum, professional and ethical behaviour or differences between trade unions and workplace forums.

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

TOTAL SECTION C: 40

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QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Functions of workplace forums	10	
Differentiate between professionalism and ethics	16	
Theories of ethics	12	
Differences between trade unions and workplace forums	10	
Conclusion	2	
INSIGHT		
Layout		**2**
Analysis / Interpretations		**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.



TOTAL PAPER 150

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