Bergvliet High School

GRADE 11

18 NOVEMBER 2024

BUSINESS STUDIES
Paper 2 Year -End exam
MEMORANDUM

MARKS: **150**

TIME: **2 hours**

EXAMINER: **M Venter**

MODERATOR: **L Kriel, M Fortune**

This MEMORANDUM consists of 27 pages.

SECTION A (COMPULSORY)

QUESTION 1

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

(5 x 2) (10)

1.2.1 Franchisee ✓✓
1.2.2 Organisational culture ✓✓
1.2.3 Flyer ✓✓
1.2.4 Teamwork ✓✓
1.2.5 Crisis management ✓✓

(5 x 2) (10)

1.3.1 D ✓✓
1.3.2 F ✓✓
1.3.3 B ✓✓
1.3.4 E ✓✓
1.3.5 J ✓✓

(5 x 2) (10)

Total Section A [30]

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, etc.

QUESTION 2: BUSINESS ROLES

2.1 Define a Public Company (Ltd). (2)

- A public company is a voluntary association of ONE or more persons,✓ governed by the Companies Act (No. 71 of 2008), incorporated in terms of the Memorandum of Incorporation (MOI). ✓
- A public company has continuity ✓ of existence. ✓
- A public company must appoint ✓an auditor, audit committee, and a company secretary. ✓
- The company's name ends ✓with the letters Ltd. ✓
- A public company is a company that is registered ✓to offer its stock and shares to the general public. ✓This is mostly done through the Johannesburg Securities/Stock Exchange (JSE). ✓

- The public company is designed for a large-scale operation ✓that require large capital investments. ✓

Accept any relevant answer
Max 2

2.2 Discuss THREE characteristics of a private company. (6)

- Requires one or more directors✓ and one or more shareholders. ✓
- It needs a minimum of one shareholder ✓and there is no limit on the number of shareholders that a private company may have. ✓
- A private company is not bound to publish a prospectus ✓ when issuing shares. ✓
- Private companies are subject ✓to many legal requirements. ✓
- A private company is not allowed to sell shares ✓ to the public. ✓
- A minimum of two shareholders are required ✓for a meeting, except in the case of a one-person company. ✓
- Register with the Registrar of Companies ✓by drawing up a Memorandum of Incorporation. ✓
- Annual financial statements must be audited ✓with some exceptions in terms of the new Companies Act. ✓
- Private companies do not offer securities ✓to the public. ✓
- Shareholders have limited liability ✓for the debt of the business. ✓
- Investors put capital in ✓ to earn profit from shares. ✓
- The company has a legal personality ✓as well as unlimited continuity. ✓
- Shareholders have limited liability ✓and will not lose their initial capital invested if the business goes bankrupt. ✓
- Shareholders have limited liability ✓and a separate legal entity. ✓
- Raises capital ✓by issuing shares to its shareholders. ✓
- Profits are shared in the form of dividends ✓in proportion to the number of shares held. ✓

Mark the first THREE answers only
Accept any relevant answer
Max 6

2.3 Outline the disadvantages of a private company (4)

- Restricted from raising funds directly from the public.✓✓
- Costs and formalities associated with forming a company.✓✓
- Tax is paid on the taxable income of the company and companies pay secondary tax on dividends distributed to shareholders. ✓✓
- Requires a lot of capital to start a private company ✓✓
- The more shareholders, the less profits are shared. ✓✓
- More taxation requirements. ✓✓
- Directors do not have a personal interest in the business. ✓✓
- Annual financial statements must be reviewed by a qualified person, which is an extra expense to the company. ✓✓
- Difficult and expensive to establish as the company is subjected to many legal requirements. ✓✓

- Pays tax on the profits of the business and on declared dividends - Subject to double taxation. ✓✓
- Must prepare annual financial statements. ✓✓

Accept any relevant answer

2.4 Differentiate between a State Owned Company and a Non Profit Company **(4)**

State-owned company	Non-profit company
• Ends✓ with SOC Ltd ✓	• Ends ✓with NPC ✓
• Assets are owned ✓ by the Company ✓	• Assets are owned ✓by NPC ✓
• Profit or loss belongs ✓to Shareholders ✓	• Profit or loss belongs ✓to NPC ✓
Submax 2	Submax 2

Accept any relevant answer
Max 4

2.5 Using the scenario below, answer the questions that follow.

BARBIE'S PIZZAS (BP)

Barbie is the owner of Barbie's Pizzas. BP has many customers who travel from far to eat at BP. Skipper also wants to open a restaurant. Skipper opened a second branch of BP; she will pay Barbie a royalty fee to use the trademarks and recipes for the pizzas.

2.5.1 Identify the business structure which (scenario) uses. Motivate your answer by quoting from the scenario **(2)**

Franchise✓

"Skipper opened a second branch of BP; she will pay Barbie a royalty fee to use the trademarks and recipes for the pizzas"✓

Do NOT award marks for the quote if the business structure is incorrectly identified
DO Award marks for the structure if the quote is incorrect
Max 2

2.5.2 Outline the impact of the business structure identified in QUESTION 2.5.1 **(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. ✓✓
- Franchise agreements dictate how you run the business, so there may be little room for creativity. ✓✓
- There are usually restrictions on where you operate, the products you sell and the suppliers you use. ✓✓
- Franchises often have an established reputation and image, proven management and work practices, access to national advertising and ongoing support. ✓✓
- Franchises offer the independence of a small business ownership supported by the benefits of a big business network. ✓✓
- You do not necessarily need business experience to run a franchise. ✓✓
- Franchisors usually provide the training you need to operate their business model. ✓✓
- Franchises have a higher rate of success than start-up businesses. ✓✓
- The marketing and advertising costs can be shared, so they are lower than for a non-franchised business. ✓✓
- There is often access to group support from other franchisees and a network of communication and legal advice. ✓✓
- An operational franchise is an established business so there is less financial risk. ✓✓
- Franchisees and their staff receive training and support from the franchisor. ✓✓
- Banks will more likely grant financial assistance to an established business. ✓✓
- The product is already well known in the market, which guarantees sales and good return. ✓✓
- Franchisees benefit from lower costs due to centralised buying by the franchiser. ✓✓

Disadvantages of Franchising:

- Acquiring a franchise can be an expensive initial layout. ✓✓

- It is sometimes difficult to sell a franchise and or to terminate the contract. ✓✓
- The high initial franchise cost can make it difficult to buy into the franchise agreement. ✓✓
- There are often restrictions in the agreement in terms of how you can run the business. ✓✓
- Some creative entrepreneurs feel limited as to how much they can grow and expand their ideas. ✓✓
- The brand could get a bad reputation through other franchisees. ✓✓
- A large portion of profit is paid in royalties and often the franchisors do not deliver on their promises. ✓✓
- It is often difficult to sell a franchise or end a contract. ✓✓
- Franchisees have to pay royalties or a share of the profit to franchisors. ✓✓
- The start-up cost could be quite high. ✓✓
- Too many outlets may flood a specific area. ✓✓
- Running a franchise restricts creativity because all outlets need to carry the same branding.✓✓
- One poor-performing outlet may risk the reputation of the entire franchise. ✓✓

Accept any relevant answer
Max 4

2.5.3 Discuss the contractual implications of a franchise for BP. (4)

- Policies that govern the product and services ✓must be included in the contract. ✓
- Royalties amounts ✓and the dates of payment must be included in the franchising contract. ✓
- The form of ownership that the franchise will use ✓must be included in the contract. ✓
- Operation specifications like marketing strategy and pricing ✓ is provided to the franchisee by the franchisor. ✓
- A termination clause ✓that details the circumstances under which the parties may end the legal relationship. ✓ must be included in the contract.

Accept any relevant answer
Max 4

2.6 Identify the TWO parties in a lease agreement (2)

- Lessee✓
- Lessor✓

Max 2

2.7 Discuss the importance of an action plan for a business. (6)

- Enables projects to be achieved ✓within a specified time ✓

- Businesses are able to prioritise activities ✓by their importance ✓
- Can help the person responsible ✓to be more organised ✓
- Helps employees to focus ✓on their activities ✓
- Can be used as a control measure ✓against which standards and performance can be measured ✓
- The action plan ensures that the actions and decisions are in line ✓with achieving the business goals. ✓
- Effective action plans break long-term goals ✓into small, manageable steps so that businesses continually act towards their goals. ✓
- Creating an action plan helps ✓to maintain focus. ✓

Accept any relevant answer
Max 6

2.8 Explain TWO project planning tools businesses use (6)

A Gantt chart ✓

- is a type of bar chart that visually illustrates ✓the start and finish dates of elements/job tasks in a project. ✓
- It is used to schedule the timelines for a project, ✓and to list which tasks/ elements need to happen when and in what order. ✓
- It shows what needs to be done ✓by breaking a project down into smaller parts. ✓
- Illustrates the start and finish dates of the tasks/elements of a project, ✓and depicts the activities against dates. ✓
- Shows the duration ✓of the tasks/elements. ✓
- Show the dependency relationships ✓between tasks/elements. ✓

Submax 3

Timelines ✓

- A timeline arranges both past and expected future events of a project ✓and what needs to be achieved within a specific time. ✓

- are 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. ✓
- 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. ✓

Submax 3

The WBS of a project: ✓

- shows all the tasks ✓that need to be done. ✓
- is divided into levels, ✓with each level supplying more detail. ✓
- also forms the basis for stages of the action plan. ✓The elements must be linked ✓

Submax 3

Mark the first TWO answers only
One mark for naming the tool, 2 marks for explanation of the tool
Max 6
Accept any relevant answer

[40]

QUESTION 3: BUSINESS VENTURES

3.1 Define problem solving. **(2)**

- Problem-solving is the process of studying a situation ✓to find ways to bring about change. ✓
- It involves collecting facts ✓that include problem finding and problem shaping. ✓
- Creative and logical skills need to be applied ✓to find solutions to the identified problems. ✓
- Alternative solutions ✓should also be generated and evaluated in response to problems. ✓
- Problems can be solved ✓by an individual, a group, or a team member. ✓

Accept any relevant answer
Max 2

3.2 Differentiate between routine thinking and creative thinking. **(8)**

Routine thinking

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

Submax 4

Creative thinking

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

Submax 4

Accept any relevant answer
Max 8

3.3 Use the scenario below to answer the questions which follow.

GRINCH CLOTHING BOUTIQUE (GCB)
The Grinch owns a clothing boutique where he sells clothing. GCB wants to widen the variety of clothing items they make and sell. GCB has invited a panel of experts to complete questionnaires on how they can widen the range of clothing items they make and sell.

3.3.1 Identify the problem solving technique used by GCB. Motivate your answer by quoting from the scenario. (2)

Delphi Technique ✓

"GCB has invited a panel of experts to complete questionnaires on how they can widen the range of clothing items they make and sell." ✓

Do NOT award marks for the quote if the technique is identified incorrectly
DO award marks if the quote is incorrect but the technique is correct
Max 2

3.3.2 Analyse the application of the technique identified in QUESTION 3.3.1. (6)

- Businesses should invite a panel of experts ✓to study the complaints from customers. ✓
- Experts do not have to be in the same place ✓and will be contacted individually. ✓

- A questionnaire consisting of questions on how to improve the quality of products or services must be designed ✓and distributed to the panel members and experts. ✓
- The panel should respond to the questionnaire individually ✓to suggest improvements to the products and then return them to businesses. ✓
- The responses from the experts ✓must be summarised in a feedback report. ✓
- The feedback report and a second set of questions ✓or questionnaires based on the feedback report must be sent to the panel members. ✓
- The panel members are requested to provide further input or ideas on how to improve the quality of products or services ✓after they have studied the results and documentation. ✓
- A third questionnaire based on previous feedback ✓from the second round is distributed to panel members and experts. ✓
- A final summary or feedback report ✓with all the methods to improve the quality of products or services is prepared. ✓
- After consensus has been reached, ✓ the best solution is chosen. ✓

Accept any relevant answer
Max 6

3.4 Discuss the importance of teamwork. **(4)**

- Teamwork is a sense of unity ✓that enable team members to share common interests and responsibilities. ✓
- It reduces stress ✓and enable them to work together towards achieving a common goal. ✓
- Some of the benefits of teamwork are increased productivity and job satisfaction, ✓ employee empowerment, improved quality, and organisational effectiveness. ✓

Accept any relevant answer
Max 4

3.5 Elaborate on the storming stage of team performance. **(4)**

- The storming phase is often characterized✓ by conflict.✓
- Team members actively engage ✓in the tasks at hand. ✓
- Team members open up to each other ✓and confront each other's ideas. ✓
- There may be power struggles ✓for the position of team leader. ✓

Accept any relevant answer
Max 4

3.6 Identify TWO additional team dynamics theories businesses use. **(2)**

- Belbin Role Theory ✓

- Insights based on Jungian Theory ✓
- The MTR-I (Management Team Role Indicator) approach ✓
- Margerison-McCann Team Management Systems Profiles ✓

Mark the first TWO answers only
Max 2

3.7 Explain TWO roles of the MTR-I approach theory (6)

Eight roles of the MTR-I instrument	
Coach ✓	• Create harmony and agreement ✓in the team. ✓ • Build relationships ✓and create a positive atmosphere. ✓ • Look after the welfare ✓of team members. ✓
Conductor ✓	• Are good at organising. ✓ • Are good at planning. ✓ • Like to work ✓in a well-structured environment. ✓
Crusader ✓	• Give importance ✓to ideas, thoughts, and beliefs. ✓ • Are values-driven and try to focus the attention of other team members ✓on issues that they regard as important. ✓
Curator ✓	• Are good at gathering✓ information. ✓ • Bring clarity of ideas ✓ and information. ✓ • Are good at creating a clear picture ✓of a particular situation. ✓
Explorer ✓	• Aim to find new and better ways ✓of doing things. ✓ • Are good at uncovering and opening up new opportunities ✓by looking beyond the obvious solution. ✓
Innovator ✓	• Are imaginative ✓and creative. ✓
Scientist ✓	• Are good at supplying explanations ✓of how and why things happen. ✓ • Collect and analyse information ✓to obtain facts and to supply clear explanations of particular situations. ✓
Sculptor ✓	• Get things done ✓and get them done quickly. ✓ • Are action-oriented ✓and goal-driven. ✓ • Often motivate ✓group members to start working. ✓

Mark the first TWO answers ONLY
1 mark for the role, 2 marks for the explanation of the role.
Max 6
Accept any relevant answer

3.8 Discuss the reasons why businesses should use conflict management theories to solve problems. **(6)**

Traditional theory ✓

- Quick decisions need to be made ✓and individuals/workers do not have the necessary knowledge. ✓
- Dealing with serious issues, ✓ for example, criminal activities. ✓
- This theory could lead to a win-lose situation. ✓
- ***Submax 3***

Contemporary theory ✓

- Other people's views ✓can lead to a positive outcome. ✓
- Encouraging creative thinking in the workplace ✓by putting two opposing ideas forward instead of choosing one idea over the other. ✓
- Thinking takes place✓/exploring options together. ✓
- This theory could lead to a win-win situation. ✓
- ***Submax 3***

1 mark for naming the theory, 2 marks for discussing the theory
Max 6
Accept any relevant answer

[40]

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 Use the scenario below to answer the questions which follow.

CULLEN DESIGNS (CD)
Mr Cullen designs houses and wants to start a new business called Cullen Designs (CD). Mr Cullen needs to decide what the culture of his organisation will be so he can train his staff accordingly. He also needs to identify any potential customers for CD.

4.1.1 Identify the factors entrepreneurs must consider before starting a business. Motivate your answer by quoting from the scenario. **(6)**

- The culture of the organisation ✓✓

- "Mr Cullen needs to decide what the culture of his organisation will be so he can train his staff accordingly." ✓
- Customer services ✓✓
- "He also needs to identify any potential customers for cd." ✓

2 marks for the factor, 1 mark for the quote
Do NOT award marks for the quote if the factor is incorrect
DO award marks for the factor if the quote is incorrect
Max 6

4.1.2 Advise Cullen Designs on TWO sources of funding. (6)

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. ✓✓
- *Submax 3*

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. ✓✓
- *Submax 3*

Trade credit ✓

- Trade credit is an agreement between a supplier and the business. ✓✓
- **S**uppliers 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. ✓
- *Submax 3*

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. ✓✓
- *Submax 3*

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. ✓✓
- It is very important that businesses must be solvent at all times. ✓✓
- *Submax 3*

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. ✓✓
- *Submax 3*

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. ✓✓
- *Submax 3*

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. ✓✓
- *Submax 3*

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. ✓✓
- *Submax 3*

1 mark for the source of funding, 2 marks for the explanation
Mark the first TWO answers only
Accept any relevant answer

4.2 Explain the disadvantages of outsourcing **(4)**

- The loss of management control over the task ✓may affect the staff and can lead to frustration. ✓
- There may be a lack of personal care and quality ✓as the business is not personally involved in the execution of the function. ✓
- There are often hidden costs ✓in outsourcing. ✓
- The business relies on the outsourced company to produce the goods and services ✓and non-delivery by a supplier can lead to the loss of unsatisfied staff or customers, financial loss and frustration. ✓
- Confidential issues could be at risk ✓if the information is given to another company that performs the function that is outsourced. ✓
- Control of the outsourced products ✓ can be more complex. ✓
- The outsourcing company will dictate the terms of the contract,✓ which could put you at a disadvantage – if you are in desperate need – when negotiations start. ✓
- It could be risky to share information ✓ about payroll, medical records, or any other confidential information with the outsourcing company. ✓
- An outsourcing company could go bankrupt, ✓ and this can seriously affect the business. ✓
- If only part of the business operations are outsourced, ✓ current staff might feel threatened and staff morale may suffer. ✓

Accept any relevant answer
Max 4

4.3 Discuss the following key success factors of a business:
- **Market knowledge and**
- **Unique product or service** **(4)**

Market Knowledge:

- Having market knowledge is knowing about the various aspects ✓that could possibly impact on the business. ✓
- It includes a detailed study of activities ✓that a company can include in its core activities so that value can be delivered to the market. ✓

Submax 2

Unique Product / Service:

- A successful business ✓offers unique products. ✓
- Goods and services must fulfil the needs and desires ✓ of the consumers. ✓
- There must be something special or different about a business ✓ to ensure success where others fail. ✓
- The product or service does not have to be unique, ✓but something about what the business offers has to make customers notice it and talk about it. ✓
- Word-of-mouth marketing ✓ is the most effective. ✓

Submax 2

Max 4
Accept any relevant answer

BUSINESS ROLES

4.4 Discuss the different ways a business can create an environment which stimulates creative thinking in the workplace (4)

- Businesses must emphasize 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. ✓

Accept any relevant answer
Max 4

4.5 Use the scenario below to answer the questions which follow.

Counting the cost: Western Cape businesses shoulder brunt of flood damages

Western Cape tourism and agriculture businesses will feel the effects of the recent downpours in the province once the flooding has subsided. The provincial government has estimated that the storm caused damage to the tune of nearly R1.4 billion. The area impacted the most by the recent floods was the Cape Winelands, with an initial estimate of R250 million in damage to infrastructure.

Adapted from: https://www.news24.com/

4.5.1 Identify the crisis the scenario above. Motivate your answer by quoting. (2)

- Natural disasters / floods ✓
- "Western Cape tourism and agriculture businesses will feel the effects of the recent downpours in the province once the flooding has subsided." ✓

Do NOT award marks for the quote if the crisis is incorrect
DO award marks for the crisis if the quote is incorrect
Max 2

4.5.2 Discuss the meaning of a crisis. (4)

- It may also be any situation that threatens ✓people at home or at work. ✓
- The crisis or unforeseen event ✓can cause major changes in the business organisation. ✓
- It refers to a sudden or potentially disastrous ✓ series of events that may occur. ✓
- A crisis may be a time of intense difficulty, trouble or danger ✓that the business may face. ✓

Accept any relevant answer
Max 4

4.6 Outline the ways businesses can manage change. (4)

- 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 employee with stress and change management solutions to cope with different situations. ✓✓
- 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. ✓✓

Accept any relevant answer
Max 4

4.7 Distinguish between the two personality theories outlined in the Jungian theory. **(6)**

Extrovert personality types ✓ • Extroverts focus their energy on the outer world ✓ of people and events. ✓ • Enjoy meeting ✓ new people. ✓ • Are friendly ✓ and verbally skilled. ✓ • Are motivated ✓ by outside factors. ✓ • Comfortable ✓ in unfamiliar situations. ✓ • Energetic ✓ and enthusiastic. ✓	Introvert personality types ✓ • Introverts focus their energy inward ✓ on their thoughts and reflections. ✓ • Prefer to interact ✓ with people they know. ✓ • Not comfortable ✓ being among strangers. ✓ • Lack of self-confidence ✓ in unfamiliar situations. ✓ • Introverts are often quiet ✓ in meetings. ✓
Submax 3 ***1 mark for naming the personality type, 2 marks for explaining***	***Submax 3*** ***1 mark for naming the personality type, 2 marks for explaining***

Accept any relevant answer
Max 6

[40]

TOTAL SECTION B: 80

SECTION C

Answer ANY ONE questions in this section.

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

QUESTION 5: BUSINESS VENTURES

Business presentations are vital in presenting information such as financial statements to the stakeholders of the business. Presentations can be verbal or

non-verbal; and presenters should prepare well for their presentations and consider various factors when during these preparations. .

With reference to the statement above, write an essay on the following aspects:

- Explain the importance of presenting business information.
- Outline the factors to consider when preparing for a presentation.
- Discuss the following types of written information:
  - Business Report
  - Business plan
- Advise the steps followed in report writing. (Must give the steps and explain them).

[40]

INTRODUCTION

- Entrepreneurs need to present their business plans to various stakeholders and potential investors. ✓
- Entrepreneurs should know how to present business information in a professional manner and protect the business image/brand. ✓
- They continuously update their information and consider various types of audience when preparing for a presentation. ✓

Submax 2 (2x1)
Accept any relevant answer

THE IMPORTANCE OF PRESENTING BUSINESS INFORMATION

- Business information provides management with information/data ✓regarding important markets. ✓
- Enables businesses to identify opportunities and threats ✓in the market. ✓
- Allows management to develop new strategies ✓in order to overcome competition in the market. ✓
- Enables businesses to share their financial performance ✓with internal and external stakeholders. ✓
- Attracts and retains investors ✓and improves the image of the business. ✓
- Employees are informed ✓about the business operations and the required performance. ✓
- Increases sales ✓ and profitability. ✓

Submax 10
Accept any relevant answer

FACTORS TO CONSIDER WHEN PREPARING FOR A PRESENTATION.

- Be clear about the purpose of the presentation. ✓✓
- Write down an outline of the important information that needs to be shared with your audience. ✓✓
- Ensure that the main aim of the presentation is captured in your opening statement. ✓✓

- 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. ✓✓
- Include simple language in your presentation. ✓✓
- Formulate a rough draft of your presentation. ✓✓
- It should include a logical flow of information, starting from the introduction to the body, and finally the conclusion. ✓✓
- Summarise the main facts of the body in your conclusion and link your conclusion to the initial purpose of the presentation. ✓✓
- Include visual aids that will enhance your presentation. ✓✓

Submax 10
Accept any relevant answer

BUSINESS REPORT:

- A formal written report issued to business stakeholders ✓consisting of a detailed overview of the status of the organisation. ✓
- Business reports are intended to give stakeholders information ✓about the company's activities and financial reports. ✓

Submax 4
Accept any relevant answer

BUSINESS PLAN:

- A business plan is a formal written document ✓containing the goals of a business, the methods for attaining those goals, and the timeframe for the achievement of the goals. ✓
- Business plans may be internally ✓or externally focused. ✓
- Externally-focused plans✓ draft goals that are important to outside stakeholders. ✓
- Internally-focused business plans✓ target intermediate goals required to reach the external goals. ✓

Submax 8
Accept any relevant answer

THE STEPS FOLLOWED IN REPORT WRITING

Step 1	Decide on terms of reference ✓✓	• Setting the terms of reference helps both the writer and their readers to understand why the report is important and what it hopes to accomplish. ✓✓ • Setting concrete terms early on will help you create the report's outline and keep your discussions on track throughout the writing process. ✓✓ • ***Submax 4***

Step 2	Conduct research ✓✓	• Most reports will require the collection of data that directly relates to the topic. ✓✓ • Interpreting data and formatting it in a way that the readers will understand is an important part of writing a report. ✓✓ • ***Submax 4***
Step 3	Write an outline ✓✓	• The next step is to construct your report's outline. ✓✓ • The most important thing to do when writing the outline is to include all the necessary sections and eliminate anything that does not directly contribute to the report's purpose. ✓✓ • ***Submax 4***
Step 4	Write the first draft ✓✓	• Writing the first draft is one of the most important stages of constructing a successful report. ✓✓ • The purpose of the first draft is to get all the main elements of the information onto the page. ✓✓ • The primary goal is to organize the data and analysis into a rough draft that will eventually become a final ✓✓ • ***Submax 4***
Step 5	Analyse data and record findings ✓✓	• The focus of every report is the findings section/ presentation of the interpretation of the data. ✓✓ • The findings section of the report should always provide valuable information related to the topic/issue that is being addressed, even if the results are less than ideal. ✓✓ • ***Submax 4***
Step 6	Recommend a course of action ✓✓	• The final section of the report's body is the recommendation/s. ✓✓ • After examining the data and analysing any outcomes, the report must present an idea as to what actions should be taken in response to the findings. ✓✓ • ***Submax 4***
Step 7	Edit and distribute ✓✓	• The final stage of writing a report is editing it thoroughly and distributing it to the stakeholders/ audience. ✓✓ • Edit for grammar mistakes, spelling errors, and typos. ✓✓ • Ask someone else to proof read it/ give you their opinion on the readability of the content. ✓✓ • ***Submax 4***

Submax 14 (2 for naming the step, 2 for explaining the step)

Accept any relevant answer

CONCLUSION

- Businesses need to present written reports on their financial status, sales and profitability. ✓✓
- These reports must be presented to various stakeholders such as shareholders/customers/employees/ suppliers/creditors/government/ community, etc. ✓✓

- Successful businesses always find new ways of presenting business information to avoid using the same presentation style. ✓✓

Submax 2 (1x2)
Accept any relevant answer

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Importance of presenting business information	10	
Factors to consider when preparing for a presentation.	10	
Business Report Business plan	4 8	
Steps followed in report writing.	14	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis, interpretation	2	
Synthesis	2	
Originality, examples	2	
TOTAL MARKS		40

QUESTION 6: BUSINESS ROLES

Businesses must ensure that they operate professionally and ethically in order to be sustainable and have a competitive advantage. Businesses need to understand the difference between ethics and professionalism. Professional and ethical behavior in the workplace is guided by different theories of ethics which

are applicable in the workplace. They also need to be aware of the many different ways that effective business practices can be conducted.

Keeping the above scenario in mind, write an essay on human resources and quality management:

- Outline the differences between professionalism and ethics
- Discuss the different theories of ethics which apply to businesses.
- Analyse FOUR principles of professionalism and ethics
- Recommend ways in which professional, responsible and ethical business practices can be conducted in the workplace

[40]

INTRODUCTION

- Decision-making at all levels of management within the workplace should be based on professional and ethical values. ✓
- Theories of ethics guide individuals and businesses when they need to make morally correct decisions. ✓

Submax 2 (2x1)
Accept any relevant answer

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 behaviour. ✓✓	• 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. ✓✓	

Submax 4	***Submax 4***

Submax 8
Accept any relevant answer

THEORIES OF ETHICS WHICH APPLY TO BUSINESSES

Consequential theory ✓✓

- 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. ✓

Submax 4

The common good approach ✓✓

- The common good approach ensures that business values and ethical principles ✓are in line with the society in which the business operates. ✓
- It recognises that ethics and values vary ✓from area to area, and from country to country. ✓

Submax 4

The rights approach ✓✓

- The focus of the rights approach is on individual rights ✓– where people are treated with respect and dignity. ✓
- Business should not impose ✓its mission or products on people. ✓
- Employees working within a business ✓should not be ill treated for any reason. ✓

Submax 4

Submax 12 (2 marks for naming the theory; 2 marks for discussing the theory)
Accept any relevant answer

PRINCIPLES OF PROFESSIONALISM AND ETHICS

Competency ✓✓

- Is when employees use their knowledge, skills, and ability in their area of expertise ✓for the good of the organisation, society and the environment. ✓
- An example of competence ✓ is when a pianist plays the piano very well. ✓
- ***Submax 4***

Integrity ✓✓

- Integrity means to perform all your work-related duties in the correct manner ✓even when you are not being monitored. ✓
- This means that all employees work and conduct themselves ✓with integrity, honesty, and according to accepted standards of professional conduct and the law.
- ***Submax 4***

Respect ✓✓

- Respect is the behaviour, performance, and the way in which employees conduct themselves ✓ in the workplace. ✓
- Employees who work in a respectful environment ✓will have a positive attitude and are motivated to work at their best. ✓

Submax 4

Objectivity ✓✓

- Employees should remain objective ✓and act in a fair manner to all without any bias or favour. ✓

Submax 4

Confidentiality ✓✓

- Refers to non-disclosure of any confidential client or business information ✓without permission. ✓

Submax 4

Transparency ✓✓

- Businesses should pay attention to transparency ✓and ensure that full disclosure is made when required. ✓

Submax 4

Conflict of interest ✓✓

- Employees should avoid conflict of interest situations ✓within the business environment. ✓
- A situation in which the concerns or aims of two different parties ✓are incompatible. ✓
- A situation in which a person is in a position to derive personal benefit ✓from actions or decisions made in their official capacity. ✓

Submax 4

Commitment ✓✓

- Employees are to respect the dignity and rights of others in the workplace, ✓ as well as the image of the profession or business within which they work. ✓

Submax 4

Caring ✓✓

• Businesses or large organisations should practice social responsibility ✓to ensure that they give back to poor communities. ✓

Submax 4

Environmental responsibility ✓✓

• Businesses should operate in a manner that ensures that the environment is taken care of ✓in a sustainable manner for the benefit of future generations. ✓

Submax 4

Submax 16 (2 marks for naming the principle; 2 marks for analysis of principle)
Accept any relevant answer

WAYS IN WHICH PROFESSIONAL, RESPONSIBLE AND ETHICAL BUSINESS PRACTICES CAN BE CONDUCTED IN THE WORKPLACE

- Businesses should treat all their employees equally, regardless of their race, colour, age, gender, disability, and so on. ✓✓
- The Mission Statement of a business should include the values of equality and respect. ✓✓
- The workplace should be a safe, fair environment where employees can do their work and not be embarrassed or exposed. ✓✓
- The business should ensure that they pay employees fair wages and salaries which corresponds to the requirements of the BCEA. ✓✓
- Employees should be paid for working overtime and on public holidays. ✓✓
- The business should respect employees and treat them with dignity by recognising the value of their human capital for work well done. ✓✓
- All goods and services produced should be done according to the required standards and ethical requirements. ✓✓
- New businesses should avoid using business names and ideas that are copyrighted, trademarked, and protected by law when starting a business. ✓✓
- 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. ✓✓

Submax 10
Accept any relevant answer

CONCLUSION

- When combined, professionalism and ethics for a business provides the basis for employees to combine their knowledge, skills, and ability together with their conduct to act in their own best interest, and in the best interest of the business. ✓✓
- Professional, responsible and ethical business practices emphasises the responsibility that businesses have towards their clients and staff. It also

ensures that businesses operate using a framework of ethical values for their day-to- day operations. ✓✓

Submax 2 (2x1)
Accept any relevant answer

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Differences between professionalism and ethics	8	
Theories of ethics	12	
FOUR principles of professionalism and ethics	16	
Ways in which professional, responsible and ethical business practices can be conducted in the workplace	10	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis, interpretation	2	
Synthesis	2	
Originality, examples	2	
TOTAL MARKS		40

TOTAL SECTION C: 40

GRAND TOTAL: 150