Education and Sport Development
Department of Education and Sport Development
Departement van Onderwys en Sportontwikkeling
Lefapha la Thuto le Tlhabololo ya Metshameko
NORTH WEST PROVINCE

GRADE 11

BUSINESS STUDIES

PAPER 2

MEMORANDUM

JUNE 2019

MARKS: 150

This memorandum consists of 19 pages.

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NOTES TO MARKERS

PREAMBLE

The notes to markers are provided for quality assurance purposes to ensure the following:

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

1. For marking and moderation purposes, the following colours are recommended:
   Marker: Red
   Senior Marker: Green
   Cluster and District: Black/Blue

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
   - 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 purposes.

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

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

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9. Incorrect numbering of answers to questions or sub-questions in SECTIONS A and B will be severely penalised. Therefore, correct numbering is strongly recommended in all sections.
10. No additional credit must be given for repetition of facts. Indicate with an 'R'.

11. Note that no marks will be awarded for indicating Yes/No in evaluation type questions requiring substantiation or motivation. (Applicable to SECTIONS B and C)

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

    12.1 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.'*√

    12.2 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.

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

    Cognitive verbs, *such as*:

    13.1 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.

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

14. 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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15. **SECTION B**

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

NOTE: This applies only to questions where the number of facts is specified.

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

15.3 If candidates are required to provide their own examples/views, brainstorm this at the marking centre to finalise alternative answers.

15.4 Use of the cognitive verbs and allocation of marks:

15.4.1 If the number of facts are specified, questions that require candidates to 'describe/discuss/explain' may be marked as follows:

- Fact::2marks (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.

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

15.5 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 in particular (where applicable).

16. **SECTION C**

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

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

16.2

Insight consists of the following components:

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

NOTE:

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

16.3 Indicate insight in the left-hand margin with a symbol e.g. (‘L, A, S, and/or O’)

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

16.5 Mark all relevant facts until the SUB MAX/MAX mark in a subsection has been attained. Write SUB MAX/MAX after maximum marks have been

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obtained.

16.6 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**

16.7 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.)

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

16.9 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.

16.10 16.10.1 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.

16.10.2 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.

16.11 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

QUESTION 1

1.1 1.1.1 A√√
1.1.2 C√√
1.1.3 A√√
1.1.4 D√√
1.1.5 D√√ (5 x 2) **(10)**

1.2 1.2.1 Corporations√√
1.2.1 Franchisee√√
1.2.3 Delphi techniques√√
1.2.4 internal change√√
1.2.5 Gantt charts√√ (5 x 2) **(10)**

1.3. 1.3.1 F√√
1.3.2 J√√
1.3.3 I√√
1.3.4 H√√
1.3.5 A√√ (5 x 2) **(10)**

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

TOTAL SECTION A: [30]

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SECTION B

Mark the FIRS T WO questions only.

Question 2: BUSINESS VENTURES

2.1 **Aspect of Prospectus**

- History of the company√
- Amount and type of shares√
- Assets √
- Liabilities√
- Directors names√
- Registration of prospectus√
- Any other relevant answer to aspects of prospectus.
  Mark the first FOUR (4) only. **(4x1) (4)**

2.2 **Characteristics of Partnership**

- A partnership is an agreement between two or more persons. √
- Each partner makes contribution to the partnership√√
- Partnerships are not legal entities. √√
- Partners are jointly and severally liable for the debts of partnership. √√
- Profits and losses are shared among partners according to the terms in the partnership agreement. √√
- Partners pay tax in their personal capacity√√
- Any other relevant answer to characteristics of partnerships. **Max (6)**

2.3

2.3.1 - Mara overstated the returns made in the previous years. √
- The business has experience decline in sales due to the bad reputation caused by negative employees√ **(2x1) (2)**

2.3.2 **The positive impact of buying an existing business**

- It is easy to raise finance√ if the business has a good history. √
- The business is able to make immediate cash flow√ because it has already established customers. √
- It is easy to penetrate the market √because distribution channels and supply links are already established. √
- Any other relevant answer related to the positive impact of acquiring existing business.

Max (6)

2.4

2.4.1 -Outsourcing is when a business pays another √business to perform an activity that the business could perform. √
- Any other relevant answer related to outsourcing. **Max (2)**

2.4.2 **The legal implications of outsourcing**

- The outsourcing company has the responsibility of paying √the outsource provider. √
- -The outsource provider has the responsibility of delivering the service√ to the outsourcing company, as agreed. √

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- The secrecy clause should be implemented √to protect the patents of the outsourcing company. √
- The option to terminate the agreement √for breach of contract by both parties. √
- A clause that stops the outsourcer√ from working for the competitor. √
- Any other relevant answer related to legal implication of outsourcing. **Max (6)**

2.5 **The importance of an action plan**

- It enables projects to be achieved within specified time. √√
- It helps the person responsible for achieving certain goals to be organised.√√
- It is a control measure against which standards and performance can be measured√√
- Help in prioritising activities according order of importance. √√
- Any other relevant answer related to the importance of an action plan. **Max (6)**

2.6 **Factors that can be considered when preparing a good presentation**

- Decide on the purpose of the presentation. √√
- List the objectives and main points and have logical flow of information. √√
- Consider the background of the audience and use the best methods and language to address them√√
- Plan the format of the presentation by using supporting materials√√
- Make sure that all your information is relevant and correct√√
- Before the presentation visit the venue. √√
- Rehearse a few times to build confidence√√
- Any other relevant answer related to factors that can be considered when preparing a good presentation. **Max (8)**

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	4
2.2	6
2.3.1	2
2.3.2	6
2.4.1	2
2.4.2	6
2.5	6
2.6	8
TOTAL	40

QUESTION 3: BUSINESS ROLES

3.1 **External stress factors**

- Changes in the organisation√
- Unreasonable targets√
- Job insecurity√
- Weak management√
- Pressure at work√
- Any other relevant answer related to external stress factors

Mark the first FOUR (4) only. **(4x1) (4)**

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3.2 **The importance of stress management in the work place**

- The productivity levels will increase√ because of healthy employees and less leaves will be taken. √
- Worker will focus on their job √and there will be fewer accidents as results profit will increase√
- Absenteeism will decrease √and no pressure will be exerted on other workers. √
- The quality of products might it improve√ and more customers will be attracted to the business. √
- Less staff turnover√ as employees and managers will want to work for the business because of less stress. √
- Any other relevant answer related to importance of stress management.

Max(8)

3.3

3.3.1 John Kotter's change model√√

Motivation:

- Managing changes can be established by creating a sense of urgency among employees to deal with the change. √

Name (1x2) (2)
Motivation (1x1) (1)
Max (3)

3.3.2 **Other steps that can be used by the model identified in 3.3.1 to manage changes related to business crises**

- Management and employees must work together. √√
- Create a clear vision for the changes√√
- Communicate and explain the vision to all employees. √√
- Make it possible for all the employees to respond to the vision√√
- Plan and create short term goals and successes√√
- Combine all improvements and produce even more change√√
- Make new approaches part of the business's standard procedures√√
- Any other relevant answer related to steps of John Kotter's model. **Max (8)**

NB: Consider options from other textbooks.

3.4 **Aspects to be considered when taking a good decision about the business**

- Financial implications√
- Legal implications√
- Ethical implications√
- Employees√
- Community√
- Any other relevant answer related to aspects to be considered when taking decisions.

Max (5)

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3.5 **Distinguish between ethics and professionalism**

Ethical	Professional
-Set of standards√ of expected behaviour.√ -Set of values√ that are morally acceptable.√ -Acceptable√ to society/group/ community.√ -Forms part of the employees' √ code of conduct.√ -Focus is on developing a moral compass√ to use in decision making.√ -Seeks to avoid harm√ while promoting benefit to others.√ -Any other relevant answer related to ethical behaviour Sub-max (6)	-Knowledge and skills√ of a profession.√ -Used for the good√ of the Employees /individuals.√ -Apply a code of conduct√ set by the profession or business.√ -Focus is on upholding the reputation√ of the business/profession.√ -Conforms to a specific standard√ in terms of quality and competence√ -while also being legal and ethical.√ -Any other relevant answer related to professional behaviour. Sub-max (6)

Max (12)

NOTE: 1. The answer does not have to be in a tabular format, but the distinction must be clear.
2. Award a maximum of SIX (6) marks if the distinction is not clear/Mark either ETHICS or PROFESSIONALISM only.

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2	8
3.3.1	3
3.3.2	8
3.4.	5
3.5	12
TOTAL	40

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1
4.1.1 Royalties√√
4.1.2 Franchise agreement√√
4.1.3 Goodwill√√ **(3x2) (6)**

4.2 **THREE ways to transform the business plan into action plan**

- Decide on the outcomes needed. √√
- Identify the people responsible for the different tasks. √√
- Describe the policies and procedures to guide all decisions and actions. √√
- Define the timelines to measure progress and success. √√
- Any other relevant answer related to transformation of business plan to action plan.
  Mark the first THREE (3) only. **(3x2) (6)**

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4.3 **The advantages and disadvantages of franchising.**

Advantages	Disadvantages
- Other successful franchises can be studied √before making a commitment. √ - A recognised brand name√ and trademark√ - Will benefit from any advertising√ or promotion by the franchisor. √ - Franchisor gives the business support√ in the form of training√, setting up the business√, how to operate the business and advice. √ - Franchisee obtains exclusive rights√ in a certain geographical area. √ - Banks are more likely to lend money √ to buy a franchise with a good reputation. √ - The businesses can communicate√, get support √and share ideas with other franchisees in the network. √ - Relationships with suppliers have already been established. √ - Any other relevant answer related to advantages of franchising. Sub-max (4)	- The costs may be higher than expected√ the business will continue paying royalties√ and may have to agree to buy products from the franchisor. √ - There may be restrictions in the franchise agreement √ on the business may be operated. √ - The franchisor might go out of business. √ - Other franchisees could give the brand a bad reputation. √ - It may be difficult to sell the business√ together with the franchise. √ - A percentage of sales usually are shared√ with the franchisor. √ - Any other relevant answer related to disadvantages of franchising. Sub-max (4)

Mark the first TWO (2) only. **(4x2)(8)**

BUSINESS ROLES

4.4 **FOUR examples of unfair advertising practices**

- False Labeling √
- Giving goods deceptive names. √
- Using false/deceptive advertising. √
- Selling second hand goods as new goods. √
- Criticising competitor's goods. √
- Using small print in the advertisement to mislead the consumer. √
- Exploitation of children's lack of understanding of product. √
- Misuse of people with disabilities in advertisements. √
- Any other relevant answer related to examples of unfair advertising.

Mark the first FOUR (4) only. **(4x1) (4)**

4.5 **Ways in which professional, responsible and ethical business practice should be conducted.**

- Businesses should treat all employees equally. √√
- Plan properly and put preventative measures in place. √√
- Pay fair wages/salaries which is in line with the minimum requirements of the BCEA/ remunerate employees for working overtime/during public holidays. √√

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- 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/ patents rights. √√
- Any other relevant answer related to ways in which professional, responsible and ethical should be conducted in a business. **Max (8)**

4.6 **Ways of managing stress in a business**

- Management should be able to recognise the symptoms that show stress in the workplace. √√
- Know what to do in order to calm yourself or others√√
- Set realistic goals that employees can achieve. √√
- Allow employees to take part in decision making. √√
- Take short breaks and create a pleasant environment to relax√√
- Make sure that there is plan to balance work and relaxation time. √√
- Ensure that the tasks match the skills and experience of person who must do the job.√√
- Any other relevant answer related to ways of managing stress in a business. **Max (8)**

BREAKDOWN OF MARKS

QUESTION 3	MARKS
4.1	6
4.2	6
4.3	8
4.4.	4
4.5	8
4.6.	8
TOTAL	40

TOTAL SECTION B: [80]

QUESTION 5: BUSINESS VENTURES (FORMS OF OWNERSHIP)

5.1 **Introduction**

- Various factors need to be considered before deciding on the form of ownership. √
- It is important to know the characteristics of different forms of ownership√
- The forms of ownership determine the size of the enterprise. √
- Any other relevant introduction related to forms of ownership. **(2x1) (2)**

5.2 **The requirements for the name of the company**

- The name of the a company is subject to approval by CIPC√√
- The name of the company should be original and may not be misleading √√
- A non - Profit Company should include the letters “NPC” in its name. √√

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- A private company must include the letters "(Pty) Ltd" in its name. √√
- A public company must use letters "Ltd" in its name. √√
- Name must be displayed outside the head office. √√
- Name may not suggest the company has government support or approval. √√
- Name may not be similar to that of another company. √√
- Any other relevant answer related to the requirements for the name of the company.

Max (10)

5.3 **Advantages and disadvantages of partnerships**

Advantages	**Disadvantages**
Partnerships can be financially strong√ because a number of people can contribute to the capital of a partnership. √ Partners have a personal interest in the business√ and this encourages partners to work hard. √ The different skills of partners are combined√ to achieve synergy. √ Responsibilities are shared among the members√ Stress is reduced √because decisions can be taken in collaboration with partners. √ Any other relevant answer related to advantages of partnership. Sub Max (6)	Partners do not always agree√ and this can slow down decision-making. √ Bad decision by one partner√ can lead to losses for partnership. √ Partners are bound by the decisions√ of other partners. √ There no continuity partnership √must dissolve when another partner died or retires√ Partners have unlimited liability for the partnership. √ Any other relevant answer related to the disadvantage of partnerships. Sub Max (6)

Max (12)

5.4 **Memorandum of Incorporation in details**

- The Memorandum of Incorporation (MOI) serves as the constitution of a company√ because it governs the activities of the business. √
- The MOI sets out the rights, responsibilities and duties of shareholders and directors√ so that members do not interfere with work others. √
- It includes details of about incorporators, √ number of directors and share capital. √
- It protect the interests√ of shareholders in the company√
- Provide for number of a company rules√ and adjustable requirements.√
- Any other relevant answer related to MOI. **Max (8)**

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5.5 Compare the benefits and challenges of a public company to a sole trader

5.5.1

Legal status and liability	Company	Sole trader
	- Shareholders have no direct legal responsibility√ because of the separate entity clause. √ - The liabilities are limited to the business√, the owner is not liable for the debts of the business. √ - The names are protected in the company√.	- Owner has direct legal responsibilities√ because the business is not separated from the owner. √ - The liabilities of the business are unlimited, √ if the business is indebted the owner will be affected. √ - Can only protect their names by registering a trademark√
	- Large amount of paper work in the registration process√ - There are legal constraints and more accountability√ because of the business is run by the directors on behalf of the shareholders√ - Any other relevant answer related to challenges of company Sub-max (4)	- Registration is not required√ - There is less accountability √ because the owner is responsible for running the business√ - Any other relevant answer related to challenges of sole trader Sub-max (4)

5.5.2

Capital Challenges	Company	Sole trader
	- The company may have many investors to raise the fund. √ - It easy to raise the capital √ because the business can issue out share to the public. √	- Sole trader has limited number of investors to fund the business√ as it is considered as high risk√ - Sole trader does not sell shares√ therefore it is difficult to raise capital√
	- Public company shares must be traded publically√. - Financial reports should be disclosed to the shareholders√ and they might withdraw their investments when the business is not doing well√. - Any other relevant answer related to challenges of company Sub-max (4)	- Interest in the business can be sold to any individual. √ - Financial reports are for the benefits of the owner√ - Any other relevant answer related to challenges of sole trader Sub-max (4)

NOTE: 1. The answer does not have to be in tabular form.
2. Award a maximum of SIX (8) marks if the distinction is not clear/Mark either companies or Sole trader only.

Max (16)

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5.6 **Conclusion**

- In the company the shareholders appoint board of directors that gives more effective management to the business. √√
- If the directors are not competent then the shareholders' investments may be at risk√√
- There more capital the greater possibility for the expansion and growth. √√
- Any other relevant conclusion related to the forms of ownership. **(1 x 2) (2)**

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	**2**	**Max 32**
Requirements for the name of the company	**10**	
advantages and disadvantages of partnerships	**12**	
Memorandum of Incorporation in details	**8**	
Compare a public company to a sole trader focusing on legal status, liability and capital	**16**	
Conclusion	**2**	
INSIGHT		
Layout		**2**
Analysis		**2**
Synthesis		**2**
Originality		**2**
TOTAL MARKS		

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: BUSNESS ROLES (CREATIVE THINKING)

6.1 **Introduction**

- Creative thinking is the process that is used to generate new ideas to solve the business problems. √
- Problem solving skills will always assist the business to achieve its owned objectives and goals that is making profit√
- There are different techniques that t the business can use to solve challenges.√
- Any other relevant introduction related to creative thinking. **(2x1) (2)**

6.2 **Outline the problem solving steps**

- Define the problem by identifying the crisis and list possible reasons for the problems. √√
- Collect data and information about the problem and be objective as you can. √√
- Analyse all the facts and information to help you to understand the problem. √√
- Think of as many solutions to the problem as possible by listing them so that you can have more alternatives solutions. √√

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- Evaluate and select alternative solutions to solve the problem. √√
- Develop and implement an action plan to solve the problems. √ √
- Monitor and make follow up to check the end results √ and see whether the problem was solved. √√
- Any other relevant answer related to problem solving steps

NOTE: The steps can in any sequence. Max (12)

6.3

6.3.1 **Ways in which working with others to solve problems**

- Encourage employees to effectively work with one another√ by co-operating and respecting ideas of other members in solving the problems. √
- Motivate them to work in groups or teams rather than working independently √ because more heads will generate more ideas. √
- Allow employees to brainstorm about the challenges√ because more alternatives are generated.
- One of the biggest advantage of brainstorming is that group members that can build on another's ideas, √ because the idea of one person can spark another person's creativity. √
- Team members should be given opportunity to analyse the problem in greater details√ which lead to a better understanding of the problem. √
- Team members should be allowed to share the knowledge and skills when solving problems√ because this will empower everybody and the business will not depend in one person√
- Any other answer which is relevant to the recommendations of working with others to solve problems. Sub Max (12)

6.3.2 **Acquiring creative thinking skills**

- Creative thinking can be acquired by looking at problems, √ but trying to see opportunities√
- Being open minded √and not being judgemental. √
- Applying new solutions√ to old problems. √
- Expanding your knowledge √by reading about variety of topics√
- Identifying things that inspire√ and motivate you√
- Any other answer which is relevant to the acquiring creative thinking skills

Sub Max (6) **Max (18)**

6.4 **How the business can apply the Delphi technique to solve the problem**

- Invite a panel of expert's √to research the complaints from customers. √
- Experts do not have to be in one place √and will be contacted individually. √
- Design a questionnaire consisting of questions on how to improve the quality of their products√ and distribute it to the panel members/experts. √
- Request the panel to individually respond to the questionnaire√/suggest improvements to the products and return it to businesses. √
- Summarise the responses from the experts√ in a feedback report. √
- Send the feedback report and a second set of questions/questionnaire√ based on the feedback report to the panel members. √
- Request panel members to provide further input/ideas√ on how to improve the quality of their products after they have studied the results/documentation. √
- Distribute a third questionnaire based on previous feedback√ from the second round. √
- Prepare a final summary/feedback report with all the methods√ to improve the quality of products. √
- Choose the best solution/proposal√ after reaching consensus. √
- Any other relevant answer related to the application of the Delphi technique by business

NOTE: Do not allocate marks for advantages and disadvantages as the question focuses on the process/application of the technique Max (8)

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6.5 **The uses of creative thinking in the business.**

- Creative thinking is used to develop new products and marketing strategies for the business to make profit. √√
- It is used to improve the quality of goods and services and customer satisfaction in order to increase the sales. √√
- It is used to generate new ideas and alternative solutions to solve the problems of the business. √√
- It is used to solve the conflict in the workplace and encourage teamwork in the business. √√
- It encourages innovation and employee participation in addressing challenges of the business. √√
- Any other relevant answer related to the uses of creative thinking in the business.

Max (8)

6.6 **CONCLUSION**

- Creative thinking is important to maintain competitive edge. √√
- It is important to all employees so as to understand the ever changing business environment. √√
- Any other relevant conclusion related to Creative thinking, problem solving steps, Delphi techniques, ways of working with others to solve problems and acquiring creative thinking skills. **(1x2) (2)**

QUESTION 6: BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	**2**	**Max 32**
Outline the problem solving steps	**12**	
Ways in which working with others to solve problems and acquiring creative skills	**18**	
How the business can apply the Delphi technique to solve problems	**8**	
Uses of creative thinking	**8**	
Conclusion	**2**	
INSIGHT		
Layout		**2**
Analysis		**2**
Synthesis		**2**
Originality		**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 SECTION C: [40]

GRAND TOTAL: 150

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SUBJECT: Business Studies- June Exam-Paper 2 2019 (Grade 11)

Question nr	Topics	Response Type	Business Venture					Business Roles			Basic Thinking Level 1+2			High Level 3+4			Higher order Level 5+6		
			Benefits of a company over other forms of ownership	Avenues of acquiring a business	Transformation of a busines plan into an action plan	Starting a business	Presentation of business information	Creative Thinking and Problem solving	Stress and crisis management	Professionalism and ethics	E	M	D	E	M	D	E	M	D
1.1.1	BV	Multi-choice	2								2								
1.1.2	BV	Multi-choice		2							2								
1.1.3	BR	Multi-choice						2				2							
1.1.4	BR	Multi-choice							2			2							
1.1.5	BV	Multi-choice		2							2								
1.2.1	BV	Choose Type	2								2								
1.2.2	BV	Choose Type		2							2								
1.2.3	BV	Choose Type									2								
1.2.4	BV	Choose Type									2								
1.2.5	BV	Choose Type			2			2			2								
1.3.1	BR	Match Column								2	2								
1.3.2	BR	Match Column						2			2								
1.3.3	BV	Match Column			2						2								
1.3.4	BV	Match Column				2					2								
1.3.5	BR	Match Column								2	2								
2.1	BV	List	4								4								
2.2	BV	Outline	6											6					
2.3.1	BV	Quote		2							2								
2.3.2	BV	Evaluate		6												6			
2.4.1	BV	Define		2								2							
2.4.2	BV	Explain		6												6			
2.5	BV	Outline			6											6			
2.6	BV	Suggest					8									8			
3.1	BR	List							4		4								
3.2	BR	Explain							8						8				
3.3.1	BR	Identify							3		3								
3.3.2	BR	Outline							8						8				
3.4	BR	Name						5				5							
3.5	BR	Distinguish								12						12			
4.1.1.	BV	Identify		2								2							
4.1.2	BV	Identify		2								2							
4.1.3	BV	Identify		2								2							
4.2	BV	Outline			6											6			
4.3	BV	Dicuss		8												8			
4.4	BR	Name								4	4								
4.5	BR	Suggest								8						8			
4.6	BR	Recommend							8										8
5	BV	Ouline Explain Discuss Compare	40										8	12	10	16			
6	BR	Outline Discuss Explain Advise						40					12	18	8		8		
Total per topic			54	36	16	2	8	51	33	28	43	17	20	36	34	76	8	0	8
Overall % difficulty level											54%			66%			27%		
Weight of cognitive levels											30%			50%			20%		
Average of cognitive levels											54%			66%			27%		

Q1		
B	30	
B:	8	30
M:	32	50
H:	0	20
B:	12	30
M:	28	50
H:	0	20
B:	10	30
M:	22	50
H:	8	20

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