

Aligned to DBE
Revised ATPs

Platinum



Business Studies

Navigation pack



**FET PHASE
GRADE 10**

Platinum

Navigation Pack

Business Studies Grade 10

Pearson South Africa (Pty) Ltd

4th floor, Auto Atlantic Building, Corner of Hertzog Boulevard and Heerengracht, Cape Town, 8001

Offices in Johannesburg, Durban, East London, Polokwane, Bloemfontein, Rustenburg and Mbombela.

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Business Studies Grade 10 Navigation Pack

Print ISBN: 9781485720461

Print GUID: 16BC366A-9857-4F87-B574-916FA57DD14B

EPDF ISBN: 9781485720508

EPDF GUID: 00171472-944E-44C2-896F-81D5CD8BC922

Cover design by Pearson Media Hub

Typesetting by The Icon Agency

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Dear Teacher

The National State of Disaster due to the COVID-19 pandemic has resulted in the disruption of Education in South Africa, the loss of valuable teaching time and the disruption of the school calendar.

As a result of this, the DBE has created and released revised Annual Teaching Plans (ATPs) to assist schools and teachers in ensuring the 2021 school year is completed. The 2021 ATPs are based on the revised ATPs that were developed in 2020. It is important to note that fundamental and core topics are retained in the 2021 ATPs. Some of the strategies that have been used in the process of developing the 2021 DBE ATPs are:

- reduction of content covered in certain topics
- merging of topics
- deleting topics
- revising the assessment guidelines
- reduction in teaching time for certain topics
- resequencing of topics/concepts

At Pearson South Africa, we believe that education is the key to every individual's success. To ensure that despite the challenges, teachers and learners can meet all the necessary learning outcomes for the year, we have created the Navigation Pack, a free resource to support teachers and learners during this challenging time.

The Navigation Pack aims to summarise and highlight the changes in the 2021 DBE ATP and provide teachers and learners with worksheets that focus on impacted topics in the curriculum.

Due to resequencing of topics, the order of topics in the textbook that is currently used in the classroom may not be aligned to the new sequence of topics in the ATP. Pearson has included page numbers from one of our tried and tested series, Platinum, to guide the teacher and learners as they navigate through the textbook, with the 2021 ATP. The Navigation Pack has a set of assessments based on the Section 4 changes and the revised assessment guidelines.

COVID-19 safety guidelines for teachers and learners

Gatherings at school

Where schools are open for learning, it is up to management to take decisive action to ensure sites are not simultaneously used for other functions such as shelters or treatment units in order to reduce the risk.

Implement social distancing practices that may include:



- A staggered timetable, where teachers and learners do not arrive/leave at the same time for the beginning and end of the school day.
- Cancelling any community meetings/events such as assemblies, cake sales, market day, tuckshop, after-care classes, matric dance, Eisteddfod and other events.
- Cancelling any extra-mural activities such as ballet classes, swimming lessons, sport games, music class and other events that create a crowd gathering.
- Teaching and modeling creating space and avoiding unnecessary touching.
- Limiting movement and interaction between classes.
- Schools with an established feeding scheme plan are to ensure that hygiene and social distancing is always implemented. Teachers and staff members assisting with food distribution are to wear masks, sanitise prior to issuing food items and learners are to stand 1,5m apart in the queue.

Wear a mask at all times.



1. Restrooms/toilets

Hand washing

Washing hands with soap and water  or using alcohol-based hand sanitisers  is one of the most important ways to help everybody stay healthy at school. Critical to this is preparing and maintaining handwashing stations with soap and water at the toilet and in each classroom.



Teachers and learners should always wash their hands after:

- eating
- entering the classroom
- using the toilet
- blowing your nose or coughing
- touching tears, mucous, saliva, blood or sweat.

2. Premises and classroom setting

When schools open, classroom settings should be altered in order to promote hygiene, safety and social distancing.

Changed classroom settings may include:

- Cleaning and disinfecting school buildings, classrooms and especially sanitation of facilities at least once a day, particularly surfaces that are touched by many people (railings, lunch tables, sports equipment, door and window handles, toys, teaching and learning tools etc.).
- Ensuring the proper ventilation and fresh flow of air through classrooms.
- Providing learners with vital information about how to protect themselves by incorporating the importance of hygiene, handwashing and other measures of protecting themselves, into the lessons.
- Promoting best handwashing and hygiene practices and providing hygiene supplies.

- Prepare and maintain handwashing stations with soap and water, and if possible, place alcohol-based hand sanitisers in each classroom, at entrances and exits, and near lunchrooms and toilets.



- Ensure teachers and learners wear a mask at all times.



Social distancing

- Space the learners out in the classroom (or outdoors) – try to keep learners separated by a minimum of 1,5m.



- Create space for learners' desks to be at least 1,5m apart

- Learners are not to exceed 30 per class or 50% of original class size



- Learners should not share cups, eating utensils, or food
- Do not let learners eat items that fall on the floor or chew on pencils or other objects

- Avoid close contact, like shaking hands, hugging or kissing



3. Social behaviour

It is extremely vital during a pandemic that focus is not only directed towards optimal physical health and hygiene but finding ways to facilitate mental health support.

- Treat everybody with respect and empathy – no teasing about COVID-19.
- Encourage kindness towards each other and avoid any stereotyping when talking about the virus.
- Stay home if you have a temperature or are ill.
- Do not touch people who are ill, but be empathetic.


Wear a mask at all times.



How to use this Navigation Pack

Revised DBE Teaching Plan: Comprehensive summary of the CAPS topics according to the revised ATPs.

Navigation Plan: Link to the Platinum series, as well as additional resources in the Navigation Pack.

REVISED DBE ANNUAL TEACHING PLAN				NAVIGATION PLAN	
Themes	Topic	Unit	Time	Links to Platinum series and Pearson Navigation Pack	Page reference
WAVES, SOUND AND LIGHT	Electromagnetic radiation [9 hrs] *10	The nature of electromagnetic radiation	2 hrs	Plat LB Plat TG	Page 84–90 Page 46–48
		The electromagnetic spectrum	3 hrs		
		The electromagnetic radiation as particle – Photon	4 hrs	Navigation Pack: Targeted Worksheet 1	Page 15
	Consolidation and revision [16 hrs]		16 hrs		
HYDROSPHERE *11					
ASSESSMENT		End of year exam		Navigation Pack: Paper 1 Physics	Page 45
		End of year exam		Navigation Pack: Paper 2 Chemistry	Page 56
 TOTAL HOURS = 25					

*10 This topic has been moved from term 1 to term 4. This topic is on pages 84–90 in the Platinum LB, and pages 46–48 in the Platinum teacher's guide book.

*11 The whole topic has been removed.

Assessments for the Term as per the revised ATPs and the Section 4 amendments.

Footnotes provide any additional information.

Link to a targeted worksheet in the Navigation Pack, that focuses on impacted or challenging topics in the curriculum.

Link to an exemplar assessment in the Navigation Pack, that was created with Section 4 and curriculum changes in mind.

Navigation Guide

Business Studies

TERM	GRADE 10	GRADE 11	GRADE 12
1	Micro environment; Market environment; Macro environment; Business functions; Interrelationship between the environments; Business sectors	Influences on, and control factors relating to the business environment; Challenges of the business environment; Adapting to challenges of the business environment; Impact and challenges of contemporary socio-economic issues on business operations; Business sectors; Benefits of a company versus other forms of ownership; Avenues of acquiring a business.	Impacts of recent legislation; Human Resources function; Professionalism and Ethics; Creative thinking and problem solving; Business strategies
2	Contemporary socioeconomic issues; Social responsibility; Forms of ownership; Concept of quality	Assessment of entrepreneurial qualities in business; Transform a business plan into an action plan; Start a business venture based on an action plan; Presentation of business information	Business sectors and their environments; Quality of performance; Management & leadership; Investment: securities; Investment: insurance; Team performance and conflict management
3	Creative thinking & problem solving; Business opportunity & related factors; Presentation of business information; Business plan	Assessment of entrepreneurial qualities in business; Transform a business plan into an action plan; Start a business venture based on an action plan; Presentation of business information	Human rights, inclusivity & environmental issues; Social responsibility; Corporate social responsibility & corporate social investment; Presentation and data response; Forms of ownership
4	Relationship & team performance	Introduction to Human Resources function; Team stages and dynamics theories and conflict management.	No new content

REVISED ANNUAL TEACHING PLAN		NAVIGATION PLAN		
Topic	Core concepts, skills and values	Time	Links to Platinum series and Pearson Navigation Pack	Page reference
All Grade 9 topics	Baseline assessment to determine learning losses in Grade 9	3 Hours Completed in week 1 of Term 1	Refer to Grade 9 work	
Micro environment	<ul style="list-style-type: none"> • Meaning of the term micro environment • Various components of the micro (internal) business environment *1 • A vision/mission statement, goals and objectives of any business • Purpose of the organisational culture *2 • The purpose/importance of a business organisational structure with specific reference to an organogram 	5 Hours Completed in weeks 1 and 2 of Term 1	Platinum LB Platinum TG	Pages 1-4, 14-18 Pages 2-4
Market environment	<ul style="list-style-type: none"> • Meaning of the term market environment • Components of the market environment • Examples of other organisations/civil society • Meaning of opportunities and threats in a business context and give practical examples of each 	4 Hours Completed in week 3 of Term 1	Platinum LB Platinum TG	Pages 38-43 Pages 10-11
Macro environment *3	<ul style="list-style-type: none"> • Meaning of the term macro environment • Reasons why the macro environment can be a challenge to businesses • Practical examples of each component/feature of the macro environment • The reason why each component/feature poses a challenge to businesses 	4 Hours Completed in week 4 of Term 1	Platinum LB Platinum TG	Pages 46-73 Pages 13-19
Business functions	<ul style="list-style-type: none"> • Recap the EIGHT business functions *4 • Differences between leadership and management <u>Business functions and the activities of the business:</u> • General Management; Administration; Purchasing; Financing & Public Relations • Purchasing - include: NCA and CPA and nature, purpose, rights, responsibilities and remedies *5 	8 Hours Completed in weeks 5 and 6 of Term 1	Platinum LB Platinum TG	Pages 6-7, 19-30 Pages 3-6

Term 1

<p>Interrelationship between the environments</p>	<ul style="list-style-type: none"> The link/relationship between the features/components of the micro environment Reasons why competition poses a challenge to businesses Interrelation between micro- (internal) and market environments Examples of the relationship between the business with consumers, suppliers, intermediaries and competitors Relationship between micro-, market- and macro environments 	<p>4 Hours</p> <p>Completed in week 7 of Term 1</p>	<p>Platinum LB</p> <p>Platinum TG</p>	<p>Pages 8, 39, 75-79, 81</p> <p>Pages 21-22</p>
<p>Business sectors * 6</p>	<ul style="list-style-type: none"> Meaning of the primary, secondary and tertiary sectors and examples of each sector Relationship between these sectors Meaning of the terms formal and informal sectors. Give practical examples of each Importance of the formal and informal sectors Distinguish between the formal and informal sectors Meaning of the terms public and private sector Purpose of the public and private sectors Distinguish between the public and private sectors 	<p>8 Hours</p> <p>Completed in weeks 8 and 9 of Term 1</p>	<p>Platinum LB</p> <p>Platinum TG</p>	<p>Pages 86-94</p> <p>Pages 24-26</p>
<p>Assessment</p>	<p>Task 1 : Case Study for 50 marks. The case study must include market-, micro- and macro environments.</p>	<p>Task 2: Controlled Test for 100 marks. The test must include content from all topics covered in Term 1.</p>		

TOTAL HOURS = 36

*1: Content introduced here, but part of this content has been moved to week 6.

*2: This has been taken from the section on management function.

*3: This content has been reduced from 12 hours to 4 hours.

*4: This content has been moved from week 3. It was previously dealt with in micro environment, but is now separate.

*5: Quality relating to different business functions has moved to Term 2, week 7.

*6: Business sectors' time has increased from 4 hours to 8 hours.

REVISED DBE ANNUAL TEACHING PLAN		NAVIGATION PLAN		
Topic	Core concepts, skills and values	Time	Links to Platinum series and Pearson Navigation Pack	Page reference
Contemporary socio-economic issues *7	<ul style="list-style-type: none"> • Meaning of socio-economic issues • Reasons why socio-economic issues pose a challenge to businesses • Meaning of inequality and poverty • Impact of inequality and poverty on businesses • Term 'inclusivity' • Purpose of inclusivity in the workplace • Unemployment and unproductive labour forces • Negative impact of HIV/Aids on businesses • Different types of gambling and explain their impact on businesses • Meaning of counterfeiting /bootlegging/strikes/political disturbance & crime impact of the socio-economic issues on businesses 	<p>8 Hours</p> <p>Completed in weeks 1 and 2 of Term 2</p>	<p>Platinum LB</p> <p>Platinum TG</p>	<p>Pages 104–117</p> <p>Pages 37–43</p>
Social responsibility	<ul style="list-style-type: none"> • Term 'social responsibility' and give practical examples • Definition of Corporate Social Responsibility • Recommend/suggest initiatives businesses can take to address socio-economic issues 	<p>4 Hours</p> <p>Completed in week 3 of Term 2</p>	<p>Platinum LB</p> <p>Platinum TG</p>	<p>Pages 122, 124</p> <p>Pages 46–48</p>
Forms of ownership *8	<ul style="list-style-type: none"> • Sole Proprietor (include the following: Definition, characteristics, advantages, disadvantages) • Partnership (include the following: definition, characteristics, advantages, disadvantages) • Close Corporation (include the following: definition, characteristics, advantages, disadvantages) • Differences (comparison) between these forms of ownership • Non-Profit Company (include the following: definition, characteristics, advantages, disadvantages) • Profit Companies (Include the following: Definition, characteristics, advantages, disadvantages) • Cooperatives (include the following: definition, characteristics, advantages, disadvantages) • Differences (comparison) between these forms of ownership 	<p>8 Hours</p> <p>Completed in weeks 4 and 5 of Term 2</p>	<p>Platinum LB</p> <p>Platinum TG</p> <p>Navigation Pack: Targeted Worksheet 2</p>	<p>Pages 136–154</p> <p>Pages 57–62</p> <p>Pages 27–28</p>

Term 2

Concept of quality *9	<ul style="list-style-type: none"> • Meaning of quality control and quality assurance • Difference between quality control and quality assurance • Importance of quality for businesses <p><u>Quality relates to the following business functions:</u></p> <ul style="list-style-type: none"> • Human Resources function • Administration function • Financial function • General management • Quality indicators of the business function • Correlation between management and the success of the business 	8 Hours Completed in weeks 6 and 7 of Term 2	Platinum LB Platinum TG Navigation Pack: Targeted Worksheet 1	Pages 31–34 Page 7 Pages 24–25
Revision *10	<p>All topics from Term 2</p> <ul style="list-style-type: none"> • Contemporary socio-economic issues • Social responsibility • Forms of ownership • Concept of quality 	16 Hours Completed in weeks 8–11 of Term 2	Platinum LB Platinum TG	Pages 35–36, 104–128, 136–156 Pages 8–9, 36–52, 57–80
Assessment	Task 3: Presentation for 50 marks. Content must focus on at least 4 topics as per ATP of Term 2.	Task 4: Controlled Test for 100 marks. *11 The test must include all content covered in Term 2.		



TOTAL HOURS = 44 (including 4 weeks revision)

*7: Piracy has been removed from this section.

*8: Entrepreneurial qualities has been removed (LB pages 129–134; TG pages 53–56).

*9: This has been moved from Term 1 to Term 2, week 7, and more focus has been placed on quality.

*10: 4 weeks (approximately 16 hours) of revision has been included.

*11: Mid-year exam has been changed to a controlled test. Two practice controlled tests are included in this Navigation Pack on pages 38–48.

REVISED DBE ANNUAL TEACHING PLAN		NAVIGATION PLAN		
Topic	Core concepts, skills and values	Time	Links to Platinum series and Pearson Navigation Pack	Page reference
Creative thinking & problem solving	<ul style="list-style-type: none"> • Meaning of creative thinking • Advantages/benefits of creative thinking in the workplace • Use creative thinking to generate entrepreneurial opportunities • Businesses can use creative thinking to solve business problems • Meaning of problem solving • Differences between decision making and problem solving • Problem solving cycle • Problem-solving techniques • Apply the problem-solving techniques to solve business problems • Explain/discuss how businesses can use mind mapping, brainstorming to identify innovative and entrepreneurial business opportunities. Recommend/suggest ways in which creative business opportunities can realistically be implemented. 	<p>8 Hours</p> <p>Completed in weeks 1 and 2 of Term 3</p>	<p>Platinum LB</p> <p>Platinum TG</p>	<p>Pages 158–173</p> <p>Pages 82–86</p>
Business opportunity & related factors *12 *13	<ul style="list-style-type: none"> • Meaning of a business opportunity and give practical examples • Importance of assessing needs and desires in identifying a business opportunity • Protocol for conducting research • Conduct a market research and identify a business opportunity • Difference between internal & external market research • SWOT analysis to determine a viable business venture • Identify a business opportunity based on the findings from compiling a SWOT analysis • Apply a SWOT analysis from given scenarios/case studies 	<p>8 Hours</p> <p>Completed in weeks 3 and 4 of Term 3</p>	<p>Platinum LB</p> <p>Platinum TG</p>	<p>Pages 176–183</p> <p>Pages 89–92</p>
Presentation of business information *14	<ul style="list-style-type: none"> • Accurate and concise verbal and non-verbal presentation • Presentation of business reports • Verbal presentations with support materials • Definition of the different audio-visual aids • Design and layout of a presentation using different visual aids • Outline/explain/discuss factors that must be considered when preparing for a verbal presentation • Advise businesses on how to prepare support materials for a presentation • Explain the purpose of audio-visual aids • Explain factors that must be considered when designing a presentation 	<p>8 Hours</p> <p>Completed in weeks 5 and 6 of Term 3</p>	<p>Platinum LB</p> <p>Platinum TG</p>	<p>Pages 208–214</p> <p>Pages 104–105</p>

Term 3

Business plan *15	<ul style="list-style-type: none"> Importance of a business plan Challenges of the macro environment using PESTLE analysis Components of a business plan Purpose of the executive summary Aspects that must be included in the executive summary Vision/mission statements and goals of the envisaged business Relationship between the structure of the business and forms of ownership Different types of legal requirements of a business Compile a SWOT analysis for the envisaged business Importance of a marketing plan and market research Meaning of marketing mix with specific reference to the 7p's Identify the 7p's from given case studies/scenarios/statements/cartoon Identify competitors from doing a market research and explain the strategies that you will use to overcome competition in the market Formulate a financial plan including a balance sheet 	8 Hours Completed in weeks 7 and 8 of Term 3	Platinum LB Platinum TG	Pages 153–154, 218–222, 224–235 (refer back to Term 2 work on forms of ownership) Pages 62, 108–111
Revision *16	<ul style="list-style-type: none"> Creative thinking & problem solving Business opportunity & related factors Presentation of business information Business plan 	12 Hours Completed in weeks 9–11 of Term 3	Platinum LB Platinum TG	Pages 158–174, 176–186, 208–216, 218–237 Pages 82–94, 104–113
Assessments	Task 5: Project for 50 marks. Content must focus on at least 4 topics as per ATP of Term 3.	Task 6: Controlled Test for 100 marks. Content must focus on all topics as per ATP of Term 3.		



TOTAL HOURS = 44 (including 3 weeks revision)

*12: The contracts section has been removed from Term 3, week 5 (LB pages 195–206, TG pages 98–103).

*13: The business location section has been removed from Term 3, week 4 (LB pages 187–194, TG pages 95–97).

*14: Presentation of business information has increased from 4 hours to 8 hours.

*15: The business plan section has decreased in time from 12 hours to 8 hours.

*16: 12 hours of revision time has been included in this term to cover all of the work for Term 3.

REVISED ANNUAL TEACHING PLAN		NAVIGATION PLAN		
Topic	Core concepts, skills and values	Time	Links to Platinum series and Pearson Navigation Pack	Page reference
Relationship & team performance *17	<ul style="list-style-type: none"> Factors that can influence team relationships Understanding business objectives Interpersonal relationships in the workplace Personal beliefs and values and how they influence relationships Criteria for successful and collaborative team performance in a business context Working in a team to accomplish business objectives 	8 Hours Completed in weeks 1 and 2 of Term 4	Platinum LB Platinum TG Navigation Pack: Targeted Worksheet 3	Pages 258–261 Pages 130–131 Page 30
Revision *18	Term 1 content	4 Hours	Platinum LB	Pages 2–102
	Term 2 content	Completed in week 3 of Term 4	Platinum TG	Pages 2–35
	Term 3 content	4 Hours	Platinum LB	Pages 104–128, 135–156
		Completed in week 4 of Term 4	Platinum TG	Pages 37–52, 57–80
	Term 4 content	4 Hours	Platinum LB	Pages 158–186, 208–237
		Completed in week 5 of Term 4	Platinum TG	Pages 82–94, 104–116, 119–122
Assessments	Final November examination with 2 exam papers for 150 marks each. Exam papers must cover all content covered throughout the year. Paper 1 focus: Business environments and business operations. Paper 2 focus: Business ventures and business roles.	4 Hours	Platinum LB	Pages 258–264
	Navigation Pack: Exemplar Exam Papers 1 and 2 and memos from page 49.	Completed in week 6 of Term 4	Platinum TG	Pages 130–133



TOTAL HOURS = 24 (including 4 weeks revision)

*17: Self-management has been removed from Term 4 (LB pages 243–256; TG pages 124–129).

*18: 16 hours of revision have been given for revising all years' work.

Summary of SBA tasks and their weightings

Task number	Task Type	Mark allocations	% of SBA
Task 1	Case Study	50	10%
Task 2	Controlled Test 1	100	20%
Task 3	Presentation	50	10%
Task 4	Controlled Test 2	100	20%
Task 5	Research Project	50	20%
Task 6	Controlled Test 3	100	20%
Total		450	100%

Note: The SBA will count 25% of the learners' final mark and the final examinations will count 75% of the learners' final mark.

Format of the November examination papers

<p>Paper 1 Time: 2 Hours Marks: 150</p> <p style="text-align: center;">Section A (Compulsory)</p> <p>Question 1: MCQ; Matching columns; Choose the correct answer – business Environments and business operations (30 marks)</p> <p style="text-align: center;">Section B (Answer 2 questions)</p> <p>Question 2: Business environments (40 marks) Question 3: Business operations (40 marks) Question 4: Environments & operations (40 marks)</p> <p style="text-align: center;">Section C (Answer only 1 essay question)</p> <p>Question 5: Business environments (40 marks) Question 6: Business operations (40 marks)</p>	<p>Paper 2 Time: 2 Hours Marks: 150</p> <p style="text-align: center;">Section A (Compulsory)</p> <p>Question 1: MCQ; Matching columns; Choose the correct answer – business ventures and business roles (30 marks)</p> <p style="text-align: center;">Section B (Answer 2 questions)</p> <p>Question 2: Business ventures (40 marks) Question 3: Business roles (40 marks) Question 4: Ventures & roles (40 marks)</p> <p style="text-align: center;">Section C (Answer only 1 essay question)</p> <p>Question 5: Business ventures (40 marks) Question 6: Business roles (40 marks)</p>
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Action verbs and awarding of marks

The action verb used in the question will determine how marks are allocated. For some questions, only 1 mark may be awarded. For other questions, 2 marks are awarded. However, the 2 marks may be awarded at the end of the statement/answer or the 2 marks may be split. Memoranda in the Teacher’s Guide do not take split marks into account. Teachers must use this guide to help them when marking learners’ work from the textbook.

Single marks: Only 1 mark will be awarded for each fact when the following action verbs are used. These answers will usually be short answers not requiring a full sentence.

- | | |
|------------|-----------|
| • Give | • Name |
| • Identify | • State |
| • List | • Mention |

2 Marks: Two marks will be awarded for the statement/answer when the following action verbs are used.

- | | |
|------------|-------------|
| • Classify | • Define |
| • Suggest | • Outline |
| • Advise | • Recommend |
| • Propose | • Motivate |

Split marking: For the following action verbs, the marks will be split. This means that the learners’ response should contain a fact and a clarifying statement. One mark will be awarded for the fact and the second mark will be awarded for the clarifying statement. Learners who do not know how to identify split marking often lose the second mark for the clarifying statement. This is why it is important to teach learners these action verbs.

- | | |
|------------------|---------------------|
| • Describe | • Apply a technique |
| • Explain | • Evaluate |
| • Distinguish | • Differentiate |
| • Discuss | • Compare |
| • Analyse | • Tabulate |
| • Elaborate | • Justify |
| • Showing impact | |

Tip: Teachers should insist that learners study these tables so that they know how to answer questions effectively. Teachers should encourage learners to redraw these tables in their notebooks and use them whenever they are answering activities/worksheets/assignments. Teachers should use these tables when setting assessments to ensure that action verbs are used correctly and that marks are allocated correctly.

Marking grid for essay questions

The essay marking grid shows how marks are allocated for essay questions. There have been a few changes in terms of how the ‘insight’ marks are awarded. Therefore, teachers must make use of the following information when teaching learners essays and when marking them.

F= Facts (32 marks)	32 marks are awarded for facts throughout the essay.
L= layout (2 marks)	Award one L for an introduction and one L for a conclusion.
A= Analysis and interpretation (2 marks)	Award one A if all aspects of the essay have been addressed. Award one A if the learner achieves at least 16/32 for facts.
S= Synthesis (2 marks)	If the learner has no relevant facts, award no S. If the learner answers 50% or more of the question with relevant facts, then they must get 2 marks for Synthesis and two S will appear on the script. If the learner answers less than 50% of the question with some relevant facts, then the learner must receive 1 mark and only one S will appear on the script.
O= Originality (2 marks)	Learners need to have two recent and relevant real-life examples somewhere in the body of the essay. Award an O for each example a learner gives to a maximum of 2 marks.

Navigation Pack: Targeted Worksheets

Three worksheets have been designed for teachers to use as consolidation activities once they have completed the relevant section of work. The topics for the three worksheets are highlighted in the table below:

Targeted worksheet	Topic in CAPS
1	Concept of quality
2	Relationship between the structure of the business and forms of ownership
3	Team dynamics

Navigation Pack: Exemplar Assessments

The Grade 10 learners are required to write three controlled tests that form part of their SBA marks for the year. They are also required to write two examination papers at the end of the year. Two controlled tests/memos as well as November Papers 1 and 2 examination/ memo exemplars have been developed and included in this Navigation Pack. These can be used as part of the revision programme to prepare learners for their controlled tests and examinations. They can also be used by teachers to emphasise the format of the controlled tests and examinations.

Targeted Worksheets

Targeted Worksheets

Instructions for populating the Targeted Worksheets

The biggest impact to Business Studies for the revised ATP is that there are a number of sections that have been removed. There are, however, a number of topics that have been increased in time spent on teaching these in the classroom. These are the focus of these targeted worksheets and can be used as consolidation to ensure that learners have grasped these concepts.

Targeted Worksheet	Topic in CAPS
1	Concept of quality
2	Relationship between the structure of the business and forms of ownership
3	Team dynamics

TARGETED WORKSHEET 1

Topic 1: Concept of quality (Content summary)

The content relating to the concept of quality was initially included in Term 1, under 'Micro environments', and is now covered in Term 2, with a bigger focus placed on quality.

This section includes a definition of quality and understanding the importance of quality in business. It then looks at each of the business functions in the micro environment and how each of these relate to quality.

This Targeted Worksheet covers all of the abovementioned content ensuring that the learner has an overall understanding of quality. While it might cover aspects that you may have taught in Term 1, we feel it is important to revise them.

Targeted Worksheet 1

Time: 60 minutes; 50 marks

Topic 1: Concept of quality (Questions)

Name: _____

Surname: _____

Read the questions carefully and answer the questions that follow. Remember to look at the mark allocations and justify your answers.

1. Read the questions below and select the most correct alternative. Write down only the letter.
 - 1.1 Which of the following best describes quality control?
 - A. Management using mechanisms that measure the level of quality against the expected standards
 - B. Customers requiring a degree of excellence
 - C. Managers putting systems in place to ensure that the desired quality is met
 - D. Suppliers improving the quality of products (2)
 - 1.2 Which of the following best describes quality assurance?
 - A. Customers requiring a degree of excellence
 - B. Management using mechanisms that measure the level of quality against the expected standards
 - C. Managers putting systems in place to ensure that the desired quality is met
 - D. Suppliers improving the quality of products (2)
2. Read the statement below and answer the questions that follow.

“Quality is more than just making a good product.”

 - 2.1. Do you agree with this statement? (2)
 - 2.2. Provide two reasons for your answer in 2.1. (4)
3. Read the case study below and then answer the questions that follow.

Mfundo Letsi started his business five years ago. He distributes chickens to the rural parts of the Eastern Cape where people do not have access to fresh supplies. He started by purchasing chickens from a local farmer at an excellent price and then delivering to different areas on certain days. His business has become so popular that local shops are now asking him to supply them. Until recently, he did everything himself but with the increase in demand, he has employed three other drivers to do deliveries. Although he is very busy, he is finding that his clients are complaining that the deliveries are arriving late and the locals are having to wait for their deliveries. He also doesn't always know what volumes to take to the different areas. He is wanting to expand his business but is not sure how to go about it.

- 3.1. Complete the table below by indicating how each of these business functions contribute to the quality of the business. Use examples from the case study for your answer. (16)

Business function	How does quality relate to the business function	Example from the case study
Human Resources	(2)	(2)
Administration	(2)	(2)
Finance	(2)	(2)
Marketing	(2)	(2)

- 3.2 How does the size of a business impact on the quality of the company? Provide an example to support your answer. (4)
- 3.3 Discuss how the management of this business can impact on its overall success. Provide an example from the case study to support your answer. (6)
- 3.4 If you were asked to advise Mfundo on improving quality in his business, what two suggestions would you give him and why? (8)
- 4. Identify three measures that a business can put in place to ensure quality. (6)

Total: [50]

Targeted Worksheets

TARGETED WORKSHEET 2

Topic 2: Relationship between the structure of the business and forms of ownership (Content summary)

Although the forms of ownership have been covered in Term 1, it is essential that learners grasp the concept of the relationship between the structure of the business and forms of ownership. Term 1 deals with each form of ownership and its advantages and disadvantages, whereas this section is the practical application of this knowledge.

When drawing up a business plan for a new business, it is important to consider the structure of the business and type of ownership.

You need to:

- Decide on the form of ownership and validate the reason for the form of ownership.
- Investigate the legal requirements of the business. These could include licenses, patents or quality assurance certificates if the products or services require any legal licensing or registration.
- Assess the products or services which may determine or influence the form of ownership.

Targeted Worksheet 2

Time: 60 minutes; 50 marks

Topic 2 – Relationship between the structure of business and forms of ownership (Questions)

Name:

Surname:

Read the case study below and answer the questions that follow.

Daniel loves baking and while he often bakes for friends, he wants to turn his hobby into a business and earn some money. He has two other friends that he thinks it may be a good idea to chat to and possibly involve. One of his friends, Thandeka, is excellent at cake decorating and often decorates cakes for children's birthday parties, and his other friend, Owen, is an Uber driver and could possibly deliver the goods to the clients. Owen is also excellent at calculating profit and loss and doing administration. Thandeka is very good at social media and gets a lot of orders from posting pictures of her cakes. She doesn't make much profit from her cakes as she buys the cakes at great expense and then just decorates them. Daniel has no idea about how to set up his business. He needs to apply for a loan from the bank as he needs some new equipment and money for his first lot of ingredients. The bank has requested that he sets up a business plan and sets up the legal framework of the business before they will consider giving him the loan. They have suggested that he draw up a SWOT analysis to assist him in making his business decisions. Daniel wants to get the business set up as soon as possible as he is aware of a lot of functions and birthdays coming up and he doesn't want to miss out on opportunities.

Read the question below and select the most correct alternative. Write down only the letter.

1. 1.1 If Daniel decided to start this business on his own, what form of ownership would you suggest for him?
 - A. Close corporation
 - B. Sole trader
 - C. Partnership
 - D. Public company(2)
- 1.2 Provide a reason for your answer in 1.1. (2)
- 1.3 Provide two disadvantages of this form of ownership. (4)
2. 2.1 Read the question below and select the most correct alternative. Write down only the letter.

If Thandeka and Owen decided to join Daniel, what form of ownership would you suggest they set up?

 - A. Private company
 - B. Sole trader
 - C. Partnership
 - D. Public company(2)
- 2.2 Provide a reason for your answer in 2.1. (2)
- 2.3 Provide two advantages of this form of ownership. (4)

3. Discuss the legislative impacts for the forms of ownership options you have chosen above. Use the table below to compare the legislation with regards to your answers in 1.1 and 2.1. (8)

	Daniel on his own	Daniel, Thandeka and Owen
Form of ownership		
Legislation	(4)	(4)

4. What is meant by the term *limited liability*? (2)
5. Provide two reasons why Daniel would not set up a trust as his form of ownership. (4)
6. 6.1 What is a SWOT analysis? (4)
- 6.2 Use the information supplied in the case study to draw up a SWOT analysis to convince Daniel that he should go into business with Thandeka and Owen. Use the outline below as a guide. (16)

Strengths	Weaknesses
(4)	(4)
Opportunities	Threats
(4)	(4)

Total: [50]

Targeted Worksheets

TARGETED WORKSHEET 3

Topic 3: Team dynamics (Content summary)

This is the only content for Term 4 and is all about relationships and team dynamics. This worksheet will assist learners in applying the knowledge they have learnt about team dynamics.

The key concepts include:

- Factors that can influence team relationships
- Understanding business objectives
- Interpersonal relationships in the workplace
- Personal beliefs and values and how they influence relationships
- Criteria for successful and collaborative team performance in a business context
- Working in a team to accomplish business objectives.

Targeted Worksheet 3

Time: 60 minutes; 50 marks

Topic 3 – Team dynamics (Questions)

Name: _____

Surname: _____

Read the case study and answer the questions that follow.

Douglas Chetty runs the marketing department of a large clothing store. The department has recently decided to expand their marketing team and hire a number of new people. Douglas is concerned as his team up to now has only been him and another lady and they both get on very well as they have similar personalities and skills. He knows that it is going to be a challenge to diversify the team, however he needs to make sure they work together to produce good results and meet the business objectives.

1. Give a reason why it is important for this team to achieve the business objectives. (2)
2. How can Douglas help his team deal with diversity? (2)
3. There are many advantages and disadvantages to having a big team. Use the table below to fill in two advantages and two disadvantages for Douglas expanding his team. (8)

	Advantages	Disadvantages
1	(2)	(2)
2	(2)	(2)

4. Provide an example where conflict could occur. (2)
5. Discuss how Douglas will have to adapt his management style to ensure that everyone feels included. Provide a reason for each of your adaptations. (12)
6. Complete the table below by identifying whether the attitudes or action will positively or negatively affect the team. Provide a reason for your answer. (20)

Attitude / action	Will this positively or negatively affect the team?	Reason for your answer
Openness	(2)	(2)
Prejudice	(2)	(2)
Mutual respect	(2)	(2)
Distrust	(2)	(2)
Equity	(2)	(2)

7. If you were part of this team, would you be an innovator, implementer or facilitator. Provide a reason for your answer. (4)

Total: [50]

Targeted Worksheet 1 Memorandum

Topic 1: Concept of quality

- 1.1 C✓✓ (2)
- 1.2 B✓✓ (2)
- 2.1 Yes✓✓ (2)

2.2 Any examples of quality in business, such as:

- Quality of business functions impact the operation of the business and increase productivity to increase profit✓✓
- Quality of management is essential to ensure that the leading, controlling, organising and planning is efficient and effective✓✓
- Quality of human resources to ensure competent and well-trained workers✓✓
- Quality of production line and distribution to ensure increased productivity✓✓

(Maximum 4)

3.1

Business Function	How does quality relate to the business function?	Example from the case study
Human Resources	Need to hire and train good people to carry out tasks✓✓	Mfundo needs to ensure that he trains his people well in time management and customer service. This will ensure that people remain loyal customers.✓✓ Any other relevant example
Administration	Good administrative systems lead to better productivity, which leads to more profit✓✓	Mfundo should make sure that he has good systems for delivery, ordering and communication to ensure the best productivity.✓✓ Any other relevant example
Finance	Good cash flow and invoicing is essential to ensure that your business can remain profitable and grow✓✓	Mfundo needs to ensure that he puts enough profit back into his business to ensure that he has money for maintaining and growing his business.✓✓ Any other relevant example
Marketing	Good and appropriate marketing and advertising needs to be done to ensure the correct market is reached✓✓	Mfundo needs to advertise in the right places. His business will probably mainly grow due to 'word of mouth' advertising if his quality is correct. ✓✓

(16)

- 3.2 In a small enterprise, the different functions are often carried out by the same person or one or two people. In a large enterprise, each department and business function has its own specialised employees trained to do the job.✓✓ Any example to support answer✓✓ (4)
- 3.3 Management plays a vital role in making the correct decisions and motivating the employees to be productive.✓✓ Good management ensures that there is a vision and objectives are met.✓✓ Poor management can result in ineffective employees and loss in productivity.✓✓ Any example from the case study.✓✓ (Maximum 6)

- 3.4 Any two suggestions relating to the business in the case study.✓✓✓✓The reason related to each should show that the learner has an understanding of what influences quality in a business.✓✓✓✓ (8)
4. Any three of these or any other valid answer:
- Management needs to be effective and efficient as they plan, organise, lead and control all of the systems and processes.✓✓
 - Administration and purchasing processes should be in place to ensure that the correct orders are placed, and data and information are stored and communicated effectively.✓✓
 - Human resources should carry out quality training to ensure that employees are productive.✓✓
 - Raw materials should be of a certain standard, as their quality will have an impact on the final product.✓✓
 - Good and appropriate marketing and advertising need to be carried out to ensure that the correct target audience is reached.✓✓ (Maximum 6)

Total: [50]

Targeted Worksheet 2 Memorandum

Topic 2: Relationship between the structure of business and forms of ownership

- 1.1 B✓✓ (2)
- 1.2 He is the only owner and does not need to share his profits with anyone.✓✓ (2)
- 1.3
- All decisions are made on his own with little support from others✓✓
 - Unlimited liability✓✓
 - Any other relevant answer (Maximum 4)
- 2.1 C✓✓ (2)
- 2.2 There are three of them and they can all share in the profits.✓✓ (2)
- 2.3
- Joint decisions can be made✓✓
 - Access to more skills and knowledge✓✓
 - Resources are shared✓✓
 - Workload is less as it is shared amongst partners✓✓ (Maximum 4)

3.

	Daniel on his own	Daniel, Thandeka and Owen
Form of ownership	Sole trader	Partnership

Legislation	No separate legal identity✓✓ Limited growth as often prepared to take fewer risks as own money✓✓ Unlimited liability✓✓ (Sub max 4)	No separate legal identity✓✓ Limited growth as often prepared to take fewer risks as own money✓✓ Unlimited liability✓✓ (Sub max 4)
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(8)

4. The term refers to the maximum amount of money or asset that is at risk if a company fails. (2)
5. • A trust is a type of non-profit company and he wants to make a profit.✓✓
 • He wants to set up the business quickly and setting up a trust requires a lot more administration and time, e.g. board of trustees, trust deed, etc.✓✓
 • Any other relevant answer (4)
- 6.1 A SWOT analysis discusses the Strengths✓ Weaknesses✓ Opportunities✓ and Threats✓ of the business. (4)

6.2

Strengths	Weaknesses
<ul style="list-style-type: none"> • Daniel good baker✓✓ • Owen Uber driver✓✓ • Thandeka good at decorating✓✓ • Variety of skills from all three of them✓✓ • Any other relevant answer (Sub max 4)	<ul style="list-style-type: none"> • Restricted cash flow✓✓ • Has not had a business before✓✓ • Needs more equipment✓✓ • Any other relevant answer (Sub max 4)
Opportunities	Threats
<ul style="list-style-type: none"> • Lots of potential business✓✓ • Uber delivery✓✓ • Thandeka already has clients✓✓ • Social media advertising✓✓ • Any other relevant answer (Sub max 4)	<ul style="list-style-type: none"> • Restricted cash flow✓✓ • Other business in the area✓✓ • Bank may not provide loan✓✓ • Any other relevant answer (Sub max 4)

(16)

Targeted Worksheet 3 Memorandum

Topic 3: Team dynamics

1. • Increase profit✓✓
 • Increase productivity✓✓
 • Improve sales✓✓
 • Any other relevant reason (Maximum 2)
2. Equip staff to be successful team members and to deal with diversity, differences and conflict effectively.✓✓ (2)
- 3.

	Advantages	Disadvantages
1	More ideas and input✓✓	Possible conflict✓✓
2	More diverse skills and knowledge✓✓	Listen to everyone and encourage ideas and thinking✓✓
3	More potential to meet goals of business✓✓	Management style needs to include everyone✓✓

(Maximum 8)

4. Difference in strategy, personality differences, any other relevant example✓✓ (Maximum 2)

- 5.
- He will have to have a democratic or consultative management style.✓✓
 - An autocratic style will not work.✓✓
 - Any relevant example✓✓
 - Reward good performance and view mistakes as opportunities for growth.✓✓
 - Any relevant example✓✓
 - Offer innovative ideas and suggestions while listening to others.✓✓
 - Any relevant example✓✓
 - Make sure every person feels important to the business and allow them to contribute ideas.✓✓

(Maximum 12)

6.

Attitude / action	Will this positively or negatively affect the team?	Reason for your answer
Openness	positive✓✓	People feel free to express themselves and feel part of the decisions taken.✓✓
Prejudice	negative✓✓	If people feel that they are being judged or there is any hostility, there will be a lack of trust.✓✓
Mutual respect	positive✓✓	Everyone will listen and respect each other's ideas and opinions.✓✓
Distrust	negative✓✓	If there is no trust, it will be more difficult for the team to work together to achieve mutual goals.✓✓
Equity	positive✓✓	Everyone is treated fairly and impartially.✓✓

(Maximum 20)

7. Any answer below, but reason must support the definition of what each role does:

- Innovator ✓✓: good at generating ideas✓✓OR
- Implementer✓✓: good at organising and allocating resources✓✓OR
- Facilitator✓✓: good at making connections✓✓

(Maximum 4)

TOTAL: [50]

Exemplar Assessments

Exemplar Assessments
Time: 1 Hour for 100 marks

Controlled Test 2

Name:
Surname:
Instructions and information

Read the following instructions carefully before answering the questions.

- This question paper consists of THREE sections. All sections in this control test are COMPULSARY.
 SECTION A: Consists of THREE questions.
 SECTION B: Consists of THREE questions.
 SECTION C: Consists of ONE question.
- Read the instructions for each question carefully and take note of what is required.
- Number the answers carefully according to the numbering system used in this question paper. NO marks will be awarded for answers that are numbered incorrectly.
- Except where other instructions are given, answers must be in full sentences.
- Use the mark allocation and nature of each question to determine the length and depth of an answer.
- 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	1	10	15
	2	6	
	3	12	
B: THREE short-answer questions	4	20	25
	5	12	
	6	10	
C: ONE essay-type question	7	30	20
TOTAL		100	60

- Begin the answer to EACH question on a NEW page, e.g. QUESTION 1 – new page, QUESTION 2 – new page.
- You may use a non-programmable calculator.
- Write neatly and legibly.

SECTION A

Question 1

Multiple-choice questions

Choose the correct alternative. Write only the letter next to the question number in your answer book, for example 1.6. A.

- 1.1 Which of the following owners will have limited liability?
A. partnership
B. company
C. sole trader
D. all of the above (2)
- 1.2 The name of a private company ends with the abbreviation
A. Ltd.
B. Pty.
C. NPC.
D. (Pty) Ltd. (2)
- 1.3 Which of the following is an example of a social responsibility programme of a business?
A. Sponsoring food parcels for fire victims
B. Reducing prices by 10%
C. Increasing profit margins
D. Giving the admin staff a bonus (2)
- 1.4 Which of the following can be classified as a public-sector enterprise?
A. Nedbank
B. Eskom
C. Thule's home cooked foods
D. Shoprite (2)
- 1.5 Which form of ownership is best to form when a group of people want to work together for mutual economic benefit?
A. Private company
B. Close Corporation
C. Cooperative
D. Partnership (2)

[10]

Question 2

Complete the statements

Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (2.1–2.3). Each word should only be used ONCE.

quality control, equity, quality assurance, success, quality, controlling

- 2.1 is used to refer to the mechanisms to measure the level of quality against the expected standards. (2)
- 2.2 is one of the six main tasks of a manager. (2)
- 2.3 is a measure of how good a product or process is. (2)

[6]

Question 3

Matching columns

In each case, choose the correct definition from Column B, to match the term given in Column A. Write only the question number with the correct letter (A-F) next to it.

Column A	Column B
3.1 piracy	A legal protection of original works
3.2 copyright	B legal protection of an invention
3.3 patent	C registered protection of a design, name or slogan
3.4 trademark	D making imitations of something in order to pass it off fraudulently as the real item
3.5 bootlegging	E producing and selling goods illegally
3.6 counterfeiting	F deliberate illegal copying

(6x2)

[12]

TOTAL SECTION A: [28]

SECTION B

Short answer questions

Question 4

Contemporary socio-economic issues

Read the scenario below and answer the questions that follow.

Happy Home Hotel

Happy Home Hotel is a small hotel that caters for business travellers. Their receptionist has recently resigned, and they need to employ a new person. They have advertised in the local newspaper and on social media platforms.

Part of their advert states:

“Local friendly hotel looking for a dedicated, friendly and suitably qualified person to be our ‘front-of-house’ receptionist. Main duties include: answering telephone, taking bookings, organising airport transfers and replying to customer queries. Preference will be given to applicants with disabilities.”

- 4.1 Identify the Act that was applied by Happy Home Hotel. Motivate your answer by quoting from the scenario above. (4)
- 4.2 How else could they apply this Act in their recruitment and selection process? (2)
- 4.3 Discuss the positive impact of this Act on businesses. (6)
- 4.4 How has this Act negatively impacted the employment process of businesses? (4)
- 4.5 Discuss two ways of promoting social rights in the workplace. (4)

[20]

Question 5

Forms of ownership

Read the scenario below and answer the questions that follow.

Aya's Curtains and Blinds

Aya's Curtains and Blinds (Pty) Ltd specialises in the designing, manufacturing and the installation of custom-made curtains and blinds. Aya has recently seen a lot more potential for growth of his business, however he has limited capital in order to do this. He is very aware that in order to expand, he needs capital input. Aya's friend suggests that he converts his company to one that will allow the public to buy shares.

- 5.1 Identify Aya's Curtains and Blinds' current form of ownership. (1)
- 5.2 Describe how the following factors may influence the success or failure of his current form of ownership.
 - 5.2.1 Legislation (4)
 - 5.2.2 Division of profits (4)

- 5.3 What form of ownership would allow Aya to sell shares to the public? (1)
- 5.4 Name the document that Aya's Curtains and Blinds will have to use to register this company. (2)

[12]

Question 6

Concept of quality

In each of the scenarios below, identify the business function that is responsible for improving the quality.

- 6.1. The product labels do not represent all the required specifications. (2)
- 6.2. Management decisions are not in line with the strategic direction of the company. (2)
- 6.3. Many machines are outdated, and not enough capital expenditure is set aside to upgrade them. (2)
- 6.4. Employees feel that they are overworked and do not receive the annual leave owed to them. (2)
- 6.5. Data and storage of important information is not kept up to date. (2)

[10]

TOTAL SECTION B: [42]

SECTION C

Essay question

There is no choice of essays in this section. Question 7 below is compulsory.

Question 7

Contemporary socio-economic issues

Community Bank of South Africa has grown and developed over the years to become one of the most successful financial organisations in the country. It only employs staff from local communities and prides itself on being a good employer. The leadership and management have realised that they need to reach out more to the community and assist in combatting socio-economic issues. They are aware that there are many different ways that they can approach this and have asked you for advice.

Discuss some strategies that they could implement to combat socio-economic problems and include the advantages and benefits of these for the community. Also include how these strategies will benefit the business.

Marks given for layout, analysis, interpretation, synthesis, originality and examples.

[30]

TOTAL SECTION C: [30]

Total Controlled Test 2: 100

Exemplar Assessments

Time: 1 Hour for 100 marks

Controlled Test 3

Name:

Surname:

Instructions and information

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	2	8	
	3	12	
B: THREE short-answer questions	4	20	25
	5	12	
	6	8	
C: ONE essay-type question	7	30	20
TOTAL		100	60

- Begin the answer to EACH question on a NEW page, e.g. QUESTION 1 – new page, QUESTION 2 – new page.
- You may use a non-programmable calculator.
- Write neatly and legibly.

SECTION A

Question 1

Multiple-choice questions

Choose the correct alternative. Write only the letter next to the question number in your answer book, for example 1.6. A.

- 1.1 The term for the point at which a business starts to make a profit is _____.
 A. revenue
 B. breakeven
 C. profit
 D. loss (2)
- 1.2 Complete the following formula. Assets = _____ + Liabilities
 A. expenses
 B. losses
 C. equity
 D. inventory (2)
- 1.3 The best way to understand your market is to _____.
 A. carry out SWOT analysis
 B. carry out PESTLE analysis
 C. identify the 7 Ps
 D. do a financial analysis (2)
- 1.4 If a business wants to show growth in sales over a number of years, the best visual aid to use is a _____.
 A. bar graph
 B. pie chart
 C. diagram
 D. line graph (2)
- 1.5 A device that takes an image and projects it onto a wall is known as a _____.
 A. data projector
 B. interactive white board
 C. overhead projector
 D. all of the above (2)

[10]

Question 2

True or false questions

Answer whether the following statements are True or False. If false, write down the correction for the underlined word.

- 2.1 A vision is a long-term objective of how you see your business in the future. (2)

- 2.2 The management plan discusses the potential customers of the business. (2)
- 2.3 The cash flow summarises how much your business is worth. (2)
- 2.4 Secondary research is when you and your employees gather research directly from potential customers. (2)

[8]

Question 3

Matching columns

In each case, choose the correct competent of the business plan from Column B, to match the description given in Column A. Write only the corresponding letter next to the correct number.

Column A	Column B
3.1 Banking details of the business	A Cover page
3.2 PESTLE analysis	B Executive summary
3.3 Pricing and distribution of product	C Environmental analysis
3.4 Profit projection	D SWOT analysis
3.5 Registration documents	E Marketing plan
3.6 Number of employees needed	F Financial analysis
	G Operations/Management
	H Additional documents

(6x2) [12]

TOTAL SECTION A: [30]

SECTION B

Short answer questions

Question 4

Creative thinking and problem solving

Read the scenario below and answer the questions that follow.

Thando’s Ice Cream Cakes

Thando’s Ice Cream Cakes has always been a very successful business, but lately the sales have declined. They seem to be losing customers to other cake businesses. Thando wants to increase her sales and gain new customers. She has decided to create a marketing campaign to increase awareness and attract new customers. This will hopefully increase her sales and improve profits. She has decided to use the problem-solving steps to address her challenges.

- 4.1 Identify the problem-solving steps and apply them to Thando’s Ice Cream Cakes. Use the table below to complete the answer. (18)

	Step (max 6)	Apply to Thando's Ice Cream Cakes (max 12)
1	(1)	(2)
2	(1)	(2)
3	(1)	(2)
4	(1)	(2)
5	(1)	(2)
6	(1)	(2)
7	(1)	(2)
8	(1)	(2)
9	(1)	(2)
10	(1)	(2)

4.2 Identify two other creative thinking techniques that Thando could use. (2)
[20]

Question 5

Business opportunities

Read the scenario below and answer the questions that follow.

Pete's Printers

Pete has had a printing business for the past four years and he is looking to expand into other areas. He prints on all materials and lately he has been asked by a number of his clients to fix their home printers. He even advises clients on what home printers to buy and in some cases even buys it for them from the supplier and then makes a profit on it. He has very loyal customers and they are always happy to see him. The problem is that because they all know him so well, they often stay and chat for a long time and this stops him from getting on with his work. He only employs one other person and finds it hard to delegate work so he ends up doing it all on his own. He has noticed that his one or two competitors have been losing business to him as he manages to keep his prices relatively low. His rental and costs are increasing so he will have to relook at his prices soon. He knows that he has to get a bookkeeper as he is not the best at keeping track of his profits and costs. The nearby town does not have any printing facilities and he knows a lot of people in the town. He is even finding large businesses are outsourcing their printing to him. He would like to analyse his business to make sure that this is the right decision.

5. Use the information provided to analyse Pete's business using a SWOT analysis. (12)
[12]

Question 6

Business plan

Identify the PESTLE element that poses a challenge to ATT Furnishers in EACH statement below.

- 6.1. ATT Furnishers have lost a lot of customers as they do not have an online buying service. (2)
- 6.2. Inflation has forced ATT Furnishers to increase their prices. (2)
- 6.3. Prices are rising and customers cannot afford to buy products from ATT Furnishers. (2)
- 6.4. ATT Furnishers have increased their customers due to their solar-paneled factories. (2)

[8]

TOTAL SECTION B: [40]

SECTION C:

Essay question

There is no choice of essays in this section. Question 7 below is compulsory.

Question 7

Presentation of business-related information

Dawn is a sock designer and has created a new range of brightly coloured socks. Until recently, she has only sold her socks via social media and at local markets, but she is very keen to get into a large company that could market and sell them for her. She has been contacted by a large clothing company and has been asked to do a sales presentation to the board of directors. She is very nervous as she has never done a large presentation before. She will have to respond to questions afterwards. In order to present the best plan, she has asked for your advice.

Write guidelines for Dawn on how to do an effective presentation using appropriate visual aids.

Your guidelines should include:

- The factors that Dawn should consider when preparing for the presentation (8)
- A suggestion of TWO suitable types of visual aids to support her presentation and why these will be effective. (8)
- Guidelines on how to respond to feedback in a professional manner. (8)

Marks given for layout, analysis, interpretation, synthesis, originality and examples.

[30]

TOTAL SECTION C: [30]

Total Controlled Test 3: 100

Exemplar Assessments

Time: 2 Hours for 150 marks

End-of-year Examination Paper 1

Name:

Surname:

Instructions and information

Read the following instructions carefully before answering the questions.

1. This question paper consists of THREE sections. All sections in this examination are COMPULSARY.
 SECTION A: Consists of ONE question.
 SECTION B: Consists of TWO direct/indirect-type questions.
 SECTION C: Consists of ONE essay-type question.
2. Read the instructions for each question carefully and take note of what is required.
3. Number the answers carefully 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 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	1	30	20
B: TWO direct/indirect-type questions	2	40	70
	3	40	
C: ONE essay-type question	4	40	30
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.

SECTION A

Question 1

1.1 Four possible options are provided as possible answers to the following questions. Choose the answer and write the letter (A–D) next to the question number (1.1.1–1.1.5), for example 1.1.6 A.

1.1.1 The acquires materials, machinery and products from suppliers.

- A. production function
- B. purchasing function
- C. management function
- D. finance function

1.1.2 If a competitor lowers their prices of a product, it would not directly influence your

- A. customers
- B. suppliers
- C. number of sales
- D. intermediaries

1.1.3 Which is an example of a financial environment influence? If

- A. an apple farmer develops a new machine for picking apples
- B. many apples are lost due to a fungus on the trees
- C. interest rates have increased and people are spending less money
- D. many apples are being stolen from the orchards

1.1.4 Unjust behaviour derived from preconceived ideas is known as

- A. equity
- B. quality
- C. diversity
- D. prejudice)

1.1.5 The provide strategic direction to the business.

- A. top-level managers
- B. lower-level managers
- C. mid-level managers
- D. lower and top-level managers

(5x2) (10)

1.2 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1–1.2.5).

secondary sector, physical environment, social environment, marketing function, infrastructure, production function, primary sector

1.2.1 Pollution from factories is an example of the

1.2.2 The includes activities that obtain raw materials.

- 1.2.3 The is the relationship between the business and the public.
- 1.2.4 includes transport, communication and services.
- 1.2.5 The effect of poverty on a business is a influence.

(5x2) (10)

1.3 Choose the correct function from COLUMN B that matches a description in COLUMN A. Write only the letter (A–H) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK, for example 1.3.6 K.

Column A	Column B
1.3.1 Thando is getting all of the books in order for the auditors.	A General management B Administration
1.3.2 Ntombi has asked for the information on the prices of all of the competitor products in the market.	C Marketing D Production
1.3.3 Tinus is calling a meeting to resolve the conflict in one of the teams.	E Public relations F Finance
1.3.4 Sarah is bored as the telephone in reception has been quiet all day.	G Purchasing H Human resources
1.3.5 Manu is trying to contact the new employee to get him to sign the employment contract.	

(5x2) (10)

TOTAL SECTION A: [30]

SECTION B

Question 2

Business environments

Read the case study below and answer the questions that follow.

Five Tyres is a large tyre manufacturer that supplies car manufacturers as well as many retailers. A large percentage of the company's sales is generated through the shipment of the manufactured product to other countries. Recently, rubber has become scarcer and as a result the prices of the raw materials have increased. This is mainly due to a change in weather, which has had a detrimental effect on the rubber plantations. The company is looking at reducing the number of overseas sales as the exchange rate has increased. They are also needing to realign the vision and mission of the company as well as long-term goals. In addition, the company needs to look at how they hire new staff and who they hire as they are receiving a lot of pressure from the government to diversify.

- 2.1 Name the business sector in which Five Tyres operates. Motivate your answer by quoting from the case study. (2)
- 2.2 Identify another sector that Five Tyres is dependent on. Motivate your answer by providing a reason from the case study. (2)
- 2.3 Use the table below as a guide to answer the questions that follow.

Challenges of the Macro environment (2.3.1)	Component of the Business environment (2.3.2)
1.	
2.	
3.	

- 2.3.1 Identify THREE MACRO environment challenges from the scenario above that Five Tyres has to deal with. (6)
- 2.3.2 Classify EACH challenge quoted in Question 2.3.1 according to the business environment. (6)
- 2.4 Who is responsible for setting the vision and mission of the business? (2)
- 2.5 Why is it so important for a business to have long-term goals? (2)
- 2.6 How does the organisational structure of the business affect the business? (6)
- 2.7 2.7.1 Identify the Act that needs to be applied in order to diversify the business. (2)
- 2.7.2 Evaluate the impact of this Act (identified in Question 2.7.1) on the business. (8)
- 2.8 Discuss the impact of the micro environment on market environment. (4)

[40]

Question 3

Business operations

Read the scenario below and answer the questions that follow.

Sizwe Construction is a growing company that started out doing building and renovations for homeowners and is now a large enterprise that purchases land and develops it into large housing estates. The company makes a profit by selling the units within the housing estates to individuals. The buyers love the fact that all of the paperwork is handled efficiently and someone is always available to answer their calls. The company's finances are always kept in order. It purchases all of its own materials, does the construction and carries out its own marketing. The company's legal department handles all of the contracts. The managers have realised that they need to increase the number of managers and leaders in the organisation. They have decided to recruit internally and will do a proper induction to ensure that the appointed people are equipped to deal with their respective roles.

3.1 Identify FOUR different business functions and provide an example of what they do from the scenario above. Use the table below to complete your answer.

Business function	Example from scenario
3.1.1	
3.1.2	
3.1.3	
3.1.4	

(8)

3.2 Identify the SIX tasks that these new managers will have to carry out.

(6)

3.3 3.3.1 Name THREE sources of internal recruitment.

(6)

3.3.2 Explain the purpose of induction.

(8)

3.3.3 Which Act will Sizwe Construction have to take into consideration when drawing up the employment contracts and conditions of work?

(2)

3.4 Discuss TWO sources of finance for Sizwe Construction, should they need finance to grow.

(4)

3.5 Discuss how expanding the business could affect the:

3.5.1 quality of management

(2)

3.5.2 quality of purchasing

(2)

3.5.3 quality of public relations

(2)

[40]

TOTAL SECTION B: [80]

SECTION C

There is no choice of essays in this section. Question 4 below is compulsory.

Question 4

Read the extract from a newspaper article and respond to the question below.

The struggles of business

“Businesses in South Africa are impacted by so many socio-economic challenges. It is important that they deal with these if they want to succeed and grow. Large numbers of the population and many employees are infected and affected by HIV/Aids. The effects of the country’s history and the apartheid era are still impacting unemployment and poverty. Strikes cause businesses to lose productivity.”

Respond to the newspaper article by writing an essay discussing these issues and how they affect business in South Africa.

Include the following in your essay:

- Explain what you understand by socio-economic issues.
- Describe each of the following and discuss the impact on business:
 - HIV/Aids
 - Unemployment
 - Poverty and inequality
 - Strikes.

[40]

TOTAL SECTION C: [40]

Total end-of-year Examination Paper 1: 150

Exemplar Assessments

Time: 2 Hours for 150 marks

End-of-year Examination Paper 2

Name:

Surname:

Instructions and information

Read the following instructions carefully before answering the questions.

- This question paper consists of THREE sections. All sections in this examination are **COMPULSARY**.
SECTION A: Consists of ONE question.
SECTION B: Consists of TWO direct/indirect-type questions.
SECTION C: Consists of ONE essay-type question.
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- Number the answers carefully according to the numbering system used in this question paper. **NO** marks will be awarded for answers that are numbered incorrectly.
- Except where other instructions are given, answers must be in full sentences.
- Use the mark allocation and nature of each question to determine the length and depth of an answer.
- 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	1	30	20
B: TWO direct/indirect-type questions	2	40	70
	3	40	
C: ONE essay-type question	4	40	30
TOTAL		150	120

- Begin the answer to EACH question on a **NEW** page, e.g. QUESTION 1 – new page, QUESTION 2 – new page.
- You may use a non-programmable calculator.
- Write neatly and legibly.

SECTION A

Question 1

- 1.1 Choose the correct alternative. Write only the letter next to the question number in your answer book, for example 1.1.6 A.
- 1.1.1 The form of ownership that still exists but can no longer be established is
- A. Cooperative
 - B. Close corporation
 - C. Public Company
 - D. Private Company
- 1.1.2 A PESTLE analysis provides a clear idea of the impact of
- A. strengths and weaknesses of the business
 - B. suppliers
 - C. environmental factors
 - D. marketing opportunities
- 1.1.3 Money that is owed by the business to others is known as
- A. depreciation
 - B. liabilities
 - C. profit
 - D. assets
- 1.1.4 The best way to show the visual distribution of shares to the shareholders is by a
- A. line graph
 - B. diagram
 - C. table
 - D. pie chart
- 1.1.5 Which would be the most reliable choice of visual aids during load shedding?
- A. interactive whiteboard
 - B. flip chart
 - C. overhead projector
 - D. Data projector
- (5x2) (10)
- 1.2 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1–1.2.5)
- labour market, consumers, minimum wage, nominal wage, productivity, potential market, exploitation, marginalisation, labour regulations
- 1.2.1 The refers to skilled workers.
- 1.2.2 The refers to the lowest wage allowed to be paid for work done.
- 1.2.3 refers to the customers you are trying to sell your products to.

1.2.4 is when someone is treated unfairly to their disadvantage.

1.2.5 refers to the laws on employing, dismissing and treating employees.

(5x2) (10)

1.3 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–G) next to the question number (1.3.1–1.3.5).

Column A	Column B
1.3.1 Ntombi is trying to find a method that will ensure that the two very dominant people in the group don't take over the discussions.	A SCAMPER
1.3.2 David is trying to solve a problem on his own.	B Nominal group technique
1.3.3 Else is using a diagram to represent all of her thoughts and ideas.	C The empty chair technique
1.3.4 Oyama is bringing in a facilitator to define the problem and gather everyone's ideas and is writing them up on a flip chart.	D Brainstorming
1.3.5 Thando is trying to instil change by communicating effectively.	E Mind map
	F Delphi technique
	G Force-field analysis

(5x2) (10)

TOTAL SECTION A: [30]

SECTION B

Question 2

Business ventures

Read the case study below and answer the questions that follow.

During the COVID-19 pandemic, Cecil Mdepha started a grocery delivery business for elderly people who were not able to leave their homes. He uses his bike to deliver the groceries and is therefore limited in terms of the volumes he can carry.

His business has become so popular that he wants to expand and employ friends who would also like to earn some extra money. He wants everyone to have an equal share in the business and everyone should be taxed individually. How the business works is his clients send him their shopping lists via SMS or WhatsApp. Currently he purchases the goods with his own money and then the clients pay him when they are delivered. Cecil works out the delivery fee based on the distance to the shops, how much they order and how quickly they need the items. His friends are very keen to join him and one has even suggested that they raise some money to come up with a more creative way of getting the orders and allocating who is going to deliver them.

- 2.1.1 What form of ownership would you suggest is best for Cecil Mdepha to establish? (2)
- 2.1.2 Provide THREE reasons for your answer. (6)
- 2.1.3 List THREE disadvantages to this form of ownership. (6)
- 2.2 Carry out a PESTLE analysis for Cecil’s business to identify and evaluate the factors in the external environment that could influence the business. Use the table below to assist you with your answer.

FACTORS	CHALLENGES

(Maximum 10)

- 2.3. A SWOT analysis is different to the environmental analysis. Discuss the purpose of the SWOT analysis. (2)
- 2.4. Cecil needs to draw up a marketing plan using the 7Ps.
 - 2.4.1 List the 7Ps and explain what each of them describes or includes. (14)

[40]

Question 3

Business roles

Read the case study below and answer the questions that follow.

Thelma's Fine Dining

Thelma has a very exclusive and successful restaurant where she employs 35 staff members. The staff include males and females and range from managers to cleaners. The staff are diverse and represent a variety of races, religions and cultural groups. Even though Thelma's priorities are to keep all her clients happy by providing the best service possible, she still needs to make a profit and ensure that people still return to her restaurant. During the COVID-19 pandemic she was forced to make a number of changes. These included doing home deliveries and changing the layout of her restaurant to accommodate social distancing. This caused many challenges. Although she has worked hard at making sure everyone works together as a team, Thelma knows that she has to encourage and motivate her staff all of the time to work together as a team and meet the business objectives.

- 3.1. Identify two business objectives from the case study above. (2)
- 3.2. Provide three suggestions on how Thelma could create an environment for all her staff to work effectively together. (6)
- 3.3. Identify three factors you think may affect the staff working together as a team. (6)
- 3.4. Explain how Thelma could handle diversity in the business. (6)
- 3.5. Describe FOUR criteria for successful and collaborative teamwork. (8)
- 3.6. Thelma used the SCAMPER technique to try and overcome some of the COVID-19 challenges that her business was facing. Use the table below to assess how you think she might have applied it. The first one has been done for you. (12)

	GUIDELINE	EXAMPLE FROM CASE STUDY
S	Substitute	Thelma substituted her face-to-face restaurant with delivering to clients.
C		
A		
M		
P		
E		
R		

[40]

TOTAL SECTION B: [80]

SECTION C

There is no choice of essays in this section. Question 4 below is compulsory.

Question 4

Read the article and respond to the question below.

Angus Luthuli has just completed his BCom Degree and has been working on an idea for a business. He has decided on most aspects of the business including who his suppliers will be. However, he needs some advice about the legal structure of his business. He is considering setting up a personal liability business or a partnership, however the people that he intends to go into business with feel that a private company would be a safer option. Angus needs some clarity on the advantages and disadvantages of the two forms of ownership. He has come to you for advice.

Write an essay outlining the following:

- the main difference between a personal liability company and a private company (4)
- the difference between a private company and a partnership (8)
- the advantages of a private company (6)
- the disadvantages of a private company (6)

Marks given for layout, analysis, interpretation, synthesis, originality and examples.

[40]

TOTAL SECTION C: [40]

Total end-of-year Examination Paper 2: 150

Exemplar Assessments

Time: 1 Hour for 100 marks

Controlled Test 2 Memorandum

SECTION A

Question 1

- 1.1 B ✓✓
- 1.2 D ✓✓
- 1.3 A ✓✓
- 1.4 B ✓✓
- 1.5 C ✓✓ (5x2) (10)

Question 2

- 2.1 quality assurance ✓✓
- 2.2 controlling ✓✓
- 2.3 quality ✓✓ (3x2) (6)

Question 3

- 3.1 F ✓✓
- 3.2 A ✓✓
- 3.3 B ✓✓
- 3.4 C ✓✓
- 3.5 E ✓✓
- 3.6 D ✓✓ (6x2) (12)

TOTAL SECTION A: [28]

SECTION B

Question 4

- 4.1 Employment Equity Act, 1998 (Act 55 of 1998) / Employment Equity Act / EEA ✓✓
motivation: "Preference will be given to applicants with disabilities." ✓✓ (4)
- 4.2 Employing women ✓✓, employing previously disadvantaged race groups ✓✓, any other relevant answer (2)
- 4.3
 - Promotes equal opportunities and fair treatment in employment ✓✓
 - Motivates employees because the workforce is more diverse/representative/inclusive ✓✓
 - Appointment process is clearly defined, so all parties are well informed ✓✓
 - Prevents unfair discrimination as it ensures that the workforce represents the demographics of the country/promotes diversity in the workplace ✓✓

- Creates a framework of acceptable employment practices/affirmative action measures✓✓
- Promotes the implementation of affirmative action to address the imbalances of the past✓✓
- Diversity/Inclusivity in the workplace can be achieved✓✓
- Any other relevant answer related to the positive impact of EEA on businesses

(Maximum 6)

- 4.4
- Increased administration burden as businesses must compile/submit employment equity reports every two years✓✓
 - Expensive to train/employ someone who knows little about the Act✓✓
 - Other groups may not respect the knowledge/skills/experience of an EE appointment and it may lead to conflict✓✓
 - Fines/Penalties for non-compliant businesses may be expensive for the business✓✓
 - Employers have to appoint one or more senior managers to ensure the implementation of the plan, which increases salary expenditure✓✓
 - Businesses are sometimes pressurised to appoint an unsuitable EE person to meet EE requirements✓✓
 - Often positions go unfilled because there are no suitable EE candidates✓✓
 - Any other relevant answer related to the negative impact of the EEA on businesses

(Maximum 4)

- 4.5
- Businesses should ensure that employees have access to health care/social security✓✓
 - Encourage employees/ Provide opportunities for skills training/basic education✓✓
 - Register workers at UIF to provide adequate protection in the event of unemployment/illness✓✓
 - Encourage employees to participate in special events, e.g. World Aids Day✓✓
 - Establish site clinics to give employees access to basic medical examinations✓✓
 - Any other relevant answer related to the promotion of social rights in the workplace

(Maximum 4)

[20]

Question 5: Forms of ownership

- 5.1 Private company✓ (1)
- 5.2 5.2.1
- Formation procedures are time consuming/complicated/expensive, as many legal documents need to be prepared/submitted.✓✓
 - Limited liability allows for greater risk taking, which may lead to growth of the business.✓✓
 - High formation/establishment expenses require large start-up capital.✓✓
 - Auditing of financial statements gives shareholders the assurance that the

business is being properly managed and supports raising additional finance.✓✓

- Annual audit of financial statements (if required) is costly.✓✓
- No limit on the number of shareholders in a private company✓✓
- A private company can benefit from government programmes if they comply with the relevant legislation.✓✓
- Personal liability of shareholders does not affect the company's assets.✓✓
- Any other relevant answer related to the contribution of legislation to the success or failure of a private company (Maximum 4)

- 5.2.2
- High profits and good returns to shareholders indicate the success of a company, which increases the value of shares.✓✓
 - Shareholders may sell their shares when dividends are low, resulting in a drop in share prices.✓✓
 - Profits generated can be re-invested to expand business operations.✓✓
 - Dividends are not always paid out which may discourage new investors.✓✓
 - Shareholders receive profits according to the type and number of their shares.✓✓
 - Any other relevant answer related to the contribution of the division of profits to the success or failure of the private company (Maximum 4)

5.3 public company✓✓ (1)

5.4 Memorandum of Incorporation✓✓ (2)

[12]

Question 6: Concept of quality

6.1. production / marketing (either)✓✓ (2)

6.2. management✓✓ (2)

6.3. finance / management (either)✓✓ (2)

6.4. human resources✓✓ (2)

6.5. administration✓✓ (2)

[10]

TOTAL SECTION B: [42]

SECTION C: Essay question:

Question 7: Contemporary socio-economic issues

- 1 Have AIDS education sessions for all staff.✓✓
 - Better information✓✓
 - Staff is empowered✓✓
 - Lower incidence of HIV transfer✓✓
 - Lower turnover of staff✓✓
 - Less sick leave✓✓
- 2 Offer AIDS testing and counselling for all staff who are willing.✓✓
 - Staff know their status✓✓
 - Lower incidence of HIV transfer✓✓
 - Staff able to get proper treatment✓✓
 - Lower turnover of staff✓✓
 - Less sick leave✓✓
- 3 Run skills-building courses for unemployed people.✓✓
 - Increases opportunities for employment✓✓
 - Decreases poverty✓✓
 - Uplifts local community✓✓
 - Gives more people in the community buying power✓✓
- 4 Mentor potential entrepreneurs.✓✓
 - Entrepreneurs have more chance of succeeding✓✓
 - Needs of community met by locals✓✓
 - Uplifts local community✓✓
 - Gives more people in the community buying power✓✓
- 5 Offer staff-development training courses for all interested staff.✓✓
 - Keeps staff interested and motivated✓✓
 - Gives staff the opportunity to apply for promotions✓✓
 - Increases productivity of the business✓✓
- 6 Offer bursaries to the children of staff members.✓✓
 - Gives financial assistance to staff✓✓
 - Allows for good education for people in the community✓✓
 - Creates a loyal staff✓✓
 - Could mean well-educated staff for the future✓✓
- 7 Sponsor the tertiary education of some learners who show potential at school.✓✓
 - Helps people with potential to reach their goals and become productive and useful✓✓
 - Potential for well-educated staff in the future✓✓
 - Good for public relations of the business✓✓

- 8 Sponsor community activities in the area where the business is situated.✓✓
 - Good for community morale✓✓
 - Increases goodwill within the community✓✓
 - Good marketing and public relations image for the business in the community✓✓
- 9 Support a local charity.✓✓
 - Uplifts people within the community✓✓
 - Good public relations image for the business in the community✓✓
- 10 Implement programmes to ensure your business is as environmentally friendly as it can be.✓✓
 - Creates a healthier more sustainable environment in the community✓✓
 - Good public relations image for the business in the community✓✓
 - Any other relevant strategies and benefits can be accepted. (Maximum 30)

DETAILS	MAX	TOTAL
Introduction		Max 22
Strategies	8	
Benefit to community	8	
Benefit to business	8	
Conclusion		
INSIGHT		
Layout	2	Max 8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		30

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: [30]

Exemplar Assessments

Time: 1 Hour for 100 marks

Controlled Test 3 Memorandum

SECTION A

Question 1

- 1.1 B ✓✓
- 1.2 C ✓✓
- 1.3 C ✓✓
- 1.4 D ✓✓
- 1.5 D ✓✓ (5x2) (10)

Question 2

- 2.1 True ✓✓ (2)
- 2.2 False, marketing ✓✓ (2)
- 2.3 False, balance sheet ✓✓ (2)
- 2.4 False, primary research ✓✓ (2)

Only get both marks if correction for false is correct.

Question 3

- 3.1 A ✓✓
- 3.2 C ✓✓
- 3.3 E ✓✓
- 3.4 F ✓✓
- 3.5 H ✓✓
- 3.6 G ✓✓ (6x2) (12)

TOTAL SECTION A: [30]

SECTION B

QUESTION 4: Creative thinking and problem solving

4.1

	Step (Sub max 6)	Apply to Thando's Ice Cream Cakes (Sub max 12)
1	Identify the problem ✓	Thando's Ice Cream Cakes sales are declining. ✓✓ • They are losing customers ✓✓ • Other businesses selling similar products ✓✓ • Any other relevant answer

2	Define the problem✓	The nature of the problem must be precise.✓✓ <ul style="list-style-type: none"> • They must define the possible causes of decline in sales losing customers✓✓ • Any other relevant answer
3	Identify alternative solutions✓	Thando's Ice Cream Cakes must generate a wide range of possible solutions for decline in sales, e.g. aggressive marketing strategies/introduce a new range/add a new product line.✓✓ <ul style="list-style-type: none"> • They may sell quality goods at lower prices to win back customers✓✓ • Any other relevant alternative solutions
4	Evaluate alternative solutions✓	Thando's Ice Cream Cakes must use critical evaluation and analytical skills to evaluate each solution.✓✓ <ul style="list-style-type: none"> • Consider the advantages and disadvantages of each alternative solution✓✓ • Any other relevant answer
5	Choose the best solution✓	Thando's Ice Cream Cakes must set criteria for the best solution, in terms of aspects such as time/cost/risk involved.✓✓ <ul style="list-style-type: none"> • The best solution should match the size and the resources of the business✓✓ • If the solution is not appropriate, they should go back to defining the problem✓✓ • Any other relevant answer
6	Formulate/Develop an action plan/strategy✓	Thando's Ice Cream Cakes must arrange the necessary resources and delegate tasks.✓✓ <ul style="list-style-type: none"> • The business should set deadlines✓✓ • Any other relevant answer
7	Implement the action plan✓	Thando's Ice Cream Cakes must carry out the planned actions.✓✓ <ul style="list-style-type: none"> • Communicate delegated tasks/deadlines to employees✓✓ • Any other relevant answer
8	Allocate resources✓	Thando's Ice Cream Cakes must allocate resources of both people and capital✓✓
9	Monitor solution/action plan✓	If problems emerge, they must recognise and re-formulate the problem for improved solutions in the future.✓✓ <ul style="list-style-type: none"> • Take corrective measures✓✓ • Any other relevant answer
10	Evaluate the solution/action plan✓	If problems emerge, they must recognise and re-formulate the problem for improved solutions in the future.✓✓ <ul style="list-style-type: none"> • Take corrective measures✓✓ • Any other relevant answer

There are a number of different ways to carry out a problem-solving process. Mark any 6 steps and their corresponding application. (Maximum 18)

- 4.2
- SCAMPER✓
 - force-field✓
 - nominal group technique✓

- mind maps✓
- Any other relevant answer

(Maximum 2)

[20]

Question 5: Business opportunities

Strengths

- prints on all materials✓✓
- loyal customers✓✓
- manages to keep his prices lower✓✓
- large businesses are outsourcing their printing to him✓✓

Weaknesses

- Not a good delegator✓✓
- Not good at accounts✓✓

Opportunities

- asked by a number of his clients to fix their home printers✓✓
- buys it for them from the supplier and then makes a profit on it✓✓
- competitors have been losing business to him✓✓
- nearby town does not have any printing facilities✓✓
- knows a lot of people in the town✓✓

Threats

- customers stay and chat for a long time✓✓
- relook at his prices soon✓✓
- rental and costs are increasing✓✓

(at least one from each component) (Maximum 12)

[12]

Question 6: Business plan

- | | | |
|-----|-----------------|-----|
| 6.1 | technological✓✓ | (2) |
| 6.2 | economic✓✓ | (2) |
| 6.3 | social✓✓ | (2) |
| 6.4 | environmental✓✓ | (2) |

[8]

TOTAL SECTION B: [40]

SECTION C: Essay question

Question 7: Presentation of business-related information

Introduction:

- Importance of doing effective presentations✓✓
- Variety of visual aids✓✓
- Must enhance presentation and distract✓✓
- Any other appropriate introductory facts✓✓

(Maximum 2)

Factors to consider when preparing for the presentation

- Know content/objectives of the presentation well✓✓
- Clear purpose/intentions/objectives and main points of the presentation✓✓
- Aims captured at beginning of the presentation✓✓
- Information presented should be relevant and accurate✓✓
- Background/diversity/size/pre-knowledge of the audience to determine the appropriate visual aids✓✓
- The conclusion must summarise the key facts and how they relate to the objectives/show that all aspects have been addressed✓✓
- Use appropriate visual aids✓✓
- Find out about the venue for the presentation; e.g. what equipment is available/appropriate/ Availability of generators as backup to load shedding✓✓
- Consider the time frame for the presentation✓✓
- Rehearse to ensure a confident presentation/ effective use of time management✓✓
- Prepare for the feedback session, by anticipating possible questions/comments✓✓
- Any other relevant answer related to the factors that must be considered when preparing for the presentation

(Maximum 8)

Evaluation of any TWO suitable types of visual aids to support her presentation

Visual Aids	Evaluation
Data projector/PowerPoint	<ul style="list-style-type: none"> • Easy to combine with sound/video clips✓✓(• Variation of colour/background/sound immediately captures the attention of the audience and retains their interest throughout the presentation✓✓ • Slides should only be used where they can enhance the facts or summarise information✓✓ • Any other relevant answer related to the positive use of a data projector/ PowerPoint presentation

<p>Overhead projector</p>	<ul style="list-style-type: none"> • Summaries/Simple graphics/Diagrams/Processes may be explained easily on transparencies✓✓ • It can be prepared manually (OHP pens) or electronically on computer/copier✓✓ • A useful replacement/back-up if computer/electronic equipment fails or is not available✓✓ • Any other relevant answer related to the positive use of an overhead projector
<p>Interactive whiteboard/Smart boards</p>	<ul style="list-style-type: none"> • Special pens allow the presenter to write on the board while prepared images are displayed✓✓ • Additional notes that were added during the presentation can be captured on computer after the presentation✓✓ • It can be controlled by the touch of a finger, so the presenter can move away from the computer during the presentation✓✓ • Easy to combine with sound/other visual aids✓✓ • Useful to capture feedback and new ideas✓✓ • Any other relevant answer related to the positive use of an interactive whiteboard/Smart board
<p>Hand-outs/Flyers/Brochures</p>	<ul style="list-style-type: none"> • They can be handed out at the end of a presentation as a reminder of the key facts of the presentation✓✓ • Meaningful hand-outs may be handed out at the start of the presentation to attract attention✓✓ • Extra/Useful information may be handed out, e.g. contact details/price lists/feedback questionnaires✓✓ • Any other relevant answer related to the positive use of hand-outs/flyers/brochures
<p>Flip charts/White boards</p>	<ul style="list-style-type: none"> • Mainly used for a small audience to note down short notes/ideas✓✓ • Very effective in brain storming sessions as suggestions are summarised or listed✓✓ • In a sales pitch it may be useful during the feedback session to summarise main facts/aspects that the presenter needs to follow up✓✓ • Any other relevant answer related to the positive use of flip charts/white boards
<p>Posters/Signs/Banners/Portable advertising stands</p>	<ul style="list-style-type: none"> • Useful in promoting the logo/vision of the business✓✓ • It should be colourful/eye-catching/creative to support the core message of the presentation✓✓ • May contain large illustrations/pictures/features of the products/key concepts to emphasise detail, e.g. creative jewellery/unique features of the jewellery✓✓ • Can make impact when placed strategically in/outside the venue✓✓ • Any other relevant answer related to the positive use of posters/signs/banners/portable advertising stands

(Sub max for each visual aid = 4 marks; only mark first two; Maximum 8)

Guidelines on how to respond to feedback in a professional manner

- Stand up throughout the feedback session✓✓
- Be polite/confident/courteous✓✓
- Ensure that you understand each question/comment before responding✓✓

- Listen and then respond✓✓
- Provide feedback as soon as possible after the observed event✓✓
- Be direct/honest/sincere✓✓
- Use simple language/support what she says with an example/ Keep answers short and to the point✓✓
- Address questions and not the person✓✓
- Acknowledge good questions✓✓
- Rephrase questions if uncertain✓✓
- Do not get involved in a debate✓✓
- Address the full board of directors/audience members and not only the person asking the question✓✓
- Any other relevant answer related to ways to consider when responding to feedback

(Maximum 8)

DETAILS	MAX	TOTAL
Introduction	2	Max 22
Factors to consider when preparing for the presentation	8	
Evaluation of any TWO suitable types of visual aids to support her presentation	8	
Guideline on how to respond to feedback in a professional manner	8	
Conclusion		
INSIGHT		
Layout	2	Max 8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		30

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.

[30]

TOTAL SECTION C: [30]

Exemplar Assessments

Time: 2 Hours for 150 marks

End-of-year Examination Paper 1 Memorandum

SECTION A

Question 1

- 1.1.1 B ✓✓
- 1.1.2 D ✓✓
- 1.1.3 C ✓✓
- 1.1.4 D ✓✓
- 1.1.5 A ✓✓ (5x2) (10)

- 1.2.1 physical environment ✓✓ (2)
- 1.2.2 primary sector ✓✓ (2)
- 1.2.3 marketing function ✓✓ (2)
- 1.2.4 Infrastructure ✓✓ (2)
- 1.2.5 social environment ✓✓ (2)

- 1.3.1 F ✓✓
- 1.3.2 C ✓✓
- 1.3.3 A ✓✓
- 1.3.4 B ✓✓
- 1.3.5 H ✓✓ (5x2) (10)

TOTAL SECTION A: [30]

SECTION B

Question 2

- 2.1
 - Secondary sector ✓ (1)
 - tyre manufacturer ✓ (1)
- 2.2
 - primary ✓
 - rubber ✓
 - OR tertiary ✓
 - Shipping/transport ✓
 - any other valid example (Maximum 2)

2.3

Challenges (2.3.1)	Business Environment (2.3.2)
1. rubber scarce and prices have increased ✓✓	Physical ✓✓
2. exchange rate ✓✓	Financial ✓✓
3. need to diversify staff ✓✓	Legal and political ✓✓

(Sub max 6) (Maximum 12)

2.4 Management✓✓ (2)

- 2.5
- Everyone works towards the same goals✓✓
 - motivation of staff✓✓
 - focus different✓✓
 - organise resources✓✓
 - Any other relevant reason (Maximum 2)

- 2.6
- Structure of the business should be organised according to the vision, mission and goals of the business✓✓
 - Organisational structure is influenced by the organisational culture of the business✓✓
 - Organisational structure impacts the quantity and distribution of organisational resources✓✓
 - Organisational structure influences the size, job descriptions and qualities needed of the leadership and management of the business✓✓
 - Organisational structure is determined by the size and importance of the eight business functions✓✓ (Maximum 6)

2.7.1 Employment Equity Act, 1998 (Act 55 of 1998)/Employment Equity Act/EEA✓✓ (2)

2.7.2 Positive impact

- Prevents unfair discrimination✓✓
- Promotes equal opportunities✓✓
- Encourages consultation between employer and employees✓✓
- Motivates employees because the workforce is more diverse✓✓
- Creates acceptable employment practices✓✓
- Promotes the implementation of affirmative action✓✓
- Diversity/Inclusivity in the workplace can be achieved✓✓
- Businesses are in a better position to negotiate contracts with the government✓✓
- Any other relevant answer related to the positive impact of EEA on businesses

Negative impact

- Increased administration burden, as businesses must compile/submit employment equity reports every two years✓✓
- Expensive to train/employ someone who knows little about the Act✓✓
- Other groups may not respect the knowledge/skills/experience of an EE appointment and it may lead to conflict✓✓
- Fines/Penalties for non-compliant businesses may be expensive for the business.✓✓
- Businesses must submit a compliance certificate before they can conduct business with government✓✓
- Businesses are sometimes pressurised to appoint an unsuitable EE person to meet EE requirements✓✓

- Often positions go unfilled because there are no suitable EE candidates✓✓
- Any other relevant answer related to the negative impact of the EEA on businesses (Maximum 8)

2.8 Micro-environment will affect pricing and supplies✓✓ and interactions between:

- business and consumers✓✓
- business and suppliers✓✓
- business and intermediaries✓✓
- business and competitors✓✓ (Maximum 4)

[40]

Question 3: Business operations

3.1

Business function	Example from scenario
Management function✓✓	Leaders and managers of the business✓✓
Finance function✓✓	Make a profit✓✓
Human Resources function✓✓	Recruit internally✓✓
Purchasing function✓✓	Purchase their materials✓✓
Marketing function✓✓	Sell their units and market✓✓
Administrative function✓✓	Answer calls and paperwork✓✓

Any other with relevant example (Maximum 8)

- 3.2
- planning✓
 - organising✓
 - activating✓
 - leading✓
 - directing✓
 - controlling✓ (6)

- 3.3.1
- Internal emails/intranet/websites to staff✓✓
 - Word of mouth✓✓
 - Business newsletter/circulars✓✓
 - Internal/management referrals✓✓
 - Noticeboard of the business✓✓
 - Internal bulletins✓✓
 - Recommendation of current employees✓✓
 - Head hunting within the business/organisational database✓✓
 - Any other relevant answer related to sources of internal recruitment (Maximum 6)

- 3.3.2
- Introduce new employees to management/colleagues to establish relationships with fellow colleagues at different levels ✓✓
 - Create opportunities for new employees to experience/explore different departments ✓✓
 - Explain safety regulations and rules, so that new employees will understand their role/responsibilities in this regard ✓✓
 - Communicate information about the products/services ✓✓
 - Allow new employees the opportunity to ask questions that will put them at ease/reduce insecurity/anxiety/fear ✓✓
 - Make new employees feel welcome by introducing them to their physical work space ✓✓
 - Give new employees a tour/information about the layout of the building/office ✓✓
 - Improve skills through in-service training ✓✓
 - Familiarise new employees with the organisational structure/their supervisors ✓✓
 - Ensure that employees understand their roles/responsibilities so that they will be more efficient/productive ✓✓
 - Communicate business policies regarding ethical/professional conduct/procedures/employment contract/conditions of employment, etc. ✓✓
 - Any other relevant answer related to the purpose of induction as a human resources activity (Maximum 8)
- 3.3.3 Basic Conditions of Employment Act 75 of 1997 ✓✓ (2)
- 3.4
- | | |
|-------------------------|-------------------------------------|
| • bank loan ✓ | • overdraft ✓ |
| • asset-based loan ✓ | • grant ✓ |
| • receivables finance ✓ | • angel funding ✓ |
| • venture capital ✓ | • each answer needs to be discussed |
- (2x2) (Maximum 4)
- 3.5.1 Quality of management: lots more employees to manage, so need more managers, could lead to conflict, managers will need to delegate more ✓✓ (2)
- 3.5.2 Quality of purchasing: materials can be bought in bulk and business can choose the best quality product for a good price, therefore there is more buying power ✓✓ (2)
- 3.5.3 Quality of public relations: specialised people that are skilled to do the job can be employed, increase in quality ✓✓ (2)

[40]

SECTION C

Question 4

Introduction

- South African businesses face a unique set of socio-economic challenges that impact on business operations. ✓✓

- All socio-economic issues present both challenges and opportunities for entrepreneurs.✓✓
- Any other relevant introduction relating to socio-economic issues (Maximum 2)

Socio-economic issues

- Socio-economic issues are difficulties that social and economic factors in the macro environment can cause in the business.✓✓
- Any other relevant introduction relating to socio-economic issues (Maximum 2)

Description of socio-economic issues

- HIV/AIDS
 - Aids is a disease caused by the HI virus which attacks the immune system.✓✓
 - The social irresponsibility of people contributes to the spread of this disease.✓✓
 - It causes strain on the healthcare and social services infrastructures.✓✓
 - The government has to spend large amounts of money on drugs to combat HIV/Aids.✓✓
 - There are extremely high numbers of people with HIV/Aids.✓✓
 - Any other relevant answer related to the discussion of HIV/Aids (Maximum 4)

- Unemployment

The official definition of unemployment is those people within the economically active population (15–64 years old), who are not working,✓✓ but who want to work and are available to work, and who have recently taken steps to look for work or to start some form of self-employment.✓✓

Unemployment in South Africa is caused by many factors. Some of these include:

- a large unskilled labour force✓✓
 - a poor education system✓✓
 - insufficient growth in the economy of the country✓✓
 - industries that use technology rather than labour✓✓
 - any other relevant answer related to the discussion of unemployment (Maximum 4)
- Inequality and poverty
 - Inequality means that everybody is not equal.✓✓ Some people have lots of money and access to education while others are desperately poor.✓✓
 - Inequality in South Africa has become a problem, because the gap between the rich and poor is so great.✓✓
 - Poverty is when a person is unable to satisfy his or her most basic human survival needs.✓✓
 - A person is deemed extremely poor if he or she is unable to afford food, water and shelter.✓✓
 - However, poverty also includes those people who are unable to meet their daily food requirements, as well as proper housing, clean running tap water, flushing toilet, electricity, transport, education and basic health.✓✓
 - Any other relevant answer related to the discussion of inequality and poverty

(Maximum 4)

- Strikes
 - A strike is usually the result of a labour dispute.✓✓
 - A strike takes place if workers refuse to work.✓✓
 - The most common reasons why workers usually strike include wages, working hours and working conditions.✓✓
 - Notice must be given if a strike is planned by a union.✓✓
 - There are different kinds of strikes; for example: Go-slow, Sympathy strike, Sit-down strike, Wild cat strike and Lock out strike.✓✓
 - Any other relevant answer related to the discussion of strikes (Maximum 4)

Impact of socio-economic issues on business

- HIV/AIDS
 - This disease leads to a decline in the productivity of the affected employees.✓✓
 - Trained and experienced workers die from the disease before they grow old, increasing turnover in the business.✓✓
 - There is a decrease in demand owing to a decrease in customers.✓✓
 - There can be prejudice in the workplace against employees that are infected with HIV/ Aids.✓✓
 - Any other relevant answer related to the effects of HIV/Aids (Maximum 4)
- Unemployment
 - Low productivity✓✓
 - Skills development programmes✓✓
 - Skills development levy✓✓
 - Tighten employment of non-South Africans✓✓
 - Outreach education programmes✓✓
 - Any other relevant answer related to the effects of unemployment (Maximum 4)
- Strikes
 - Strikes as well as political disturbances scare off potential investors.✓✓
 - Strikes result in loss of production.✓✓
 - Sometimes a strike is so severe that a business has to close down.✓✓
 - Strikes result in loss of income as a result of damaged property.✓✓
 - Any other relevant answer related to the effects of strikes. (Maximum 4)
- Inequality and poverty
 - Poverty affects consumer spending as poor people have little ability to buy goods.✓✓
 - If people cannot spend money, business enterprises cannot grow.✓✓
 - Current thought and media attention regarding poverty has led to expectations that businesses will invest in poor communities, but this is an extra demand placed on businesses.✓✓
 - Any other relevant answer related to the effects of inequality and poverty. (Maximum 4)

Conclusion

- Socio-economic issues impact business negatively.✓✓
- Businesses should be aware of these issues and put strategies in place to combat them.✓✓
- Any other relevant conclusion relating to socio-economic issues and the impact on businesses. (Maximum 2)

DETAILS	MAX	TOTAL
Introduction	2	Max 32
Understanding of socio-economic issues	2	
Description of socio-economic issues		
HIV/Aids	4	
Unemployment	4	
Poverty and inequality	4	
Strikes	4	
Impact of socio-economic issues		
HIV/Aids	4	
Unemployment	4	
Poverty and inequality	4	
Strikes	4	
Conclusion	2	
INSIGHT		
Layout	2	Max 8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all.

[40]
TOTAL SECTION C: [40]

Exemplar Assessments

Time: 2 Hours for 150 marks

End-of-year Examination Paper 2 Memorandum

SECTION A

Question 1

- 1.1.1 B ✓✓
- 1.1.2 C ✓✓
- 1.1.3 B ✓✓
- 1.1.4 D ✓✓
- 1.1.5 B ✓✓ (5x2) (10)

- 1.2.1 labour market ✓✓ (2)
- 1.2.2 minimum wage ✓✓ (2)
- 1.2.3 potential market ✓✓ (2)
- 1.2.4 exploitation ✓✓ (2)
- 1.2.5 labour regulations ✓✓ (2)

- 1.3.1 B ✓✓
- 1.3.2 C ✓✓
- 1.3.3 E ✓✓
- 1.3.4 D ✓✓
- 1.3.5 G ✓✓ (5x2) (10)

TOTAL SECTION A: [30]

SECTION B

Question 2

- 2.1.1 partnership ✓✓ (2)
- 2.1.2
 - It consists of 2 to 20 persons/partners. ✓✓
 - Partners contribute capital, property or skills to the business. ✓✓
 - Each partner is taxed in his/her individual capacity based on the income from the business. ✓✓
 - There are no legal requirements to start the partnership. ✓✓ (Maximum 6)
- 2.1.3
 - Owing to the unlimited liability of a partnership, any debt incurred by the business is the responsibility of the partners, so their personal savings and investments are at risk. ✓✓
 - Each business partner is legally responsible for the joint liability of the partnership. ✓✓
 - Different personalities and views of partners can lead to conflict and can destroy their working relationships. ✓✓

- Partners might not all contribute equally or contribute what was agreed upon. This could lead to a breakdown of management, and prevent the business from obtaining maximum profit.✓✓
- Loss of stability and profits can occur if a partner resigns, dies, gets bored or is declared bankrupt.✓✓
- There is often a lack of capital, although there may be several partners, or a lack of good financial management.✓✓ (Maximum 6)

2.2

FACTORS	CHALLENGES
Political ✓	• Any relevant answer✓
Economic ✓	• They may have to pay for expensive items and not have the money upfront✓ • Any relevant answer✓
Social ✓	• People may not be able to afford the extra delivery cost✓ • Any relevant answer✓
Technological ✓	• Their clients may not have data or airtime to contact them✓ • Any relevant answer✓
Legal ✓	• There may be rules preventing them from purchasing items on someone else's behalf e.g. medicine✓ • Any relevant answer✓
Environmental ✓	• It may rain and then they will get wet during delivery✓ • Any relevant answer✓

(Maximum 10)

- 2.3
- A SWOT analysis is a very useful planning tool. It is used to help people make decisions by setting out information clearly so you can focus on what is important.✓✓
 - Individual people can use it to help make important life decisions.✓✓
 - SWOT stands for Strengths, Weaknesses, Opportunities and Threats.✓✓ (Maximum 2)

- 2.4
- price✓ – the amount for which you sell goods or services✓
 - place✓ – the location where the goods or services are sold in relation to the consumer✓
 - product✓ – the goods or services you are selling✓
 - promotion✓ – making customers and the target market aware of a product✓
 - people✓ – all the people who are in some way involved in or who influence the business✓
 - physical environment✓ – the environment in which the products or services are sold✓
 - process✓ – the way in which the marketing and sales processes are carried out✓ (14)

[40]

Question 3: Roles

- 3.1
- service delivery✓✓
 - make a profit✓✓

- good image✓✓
 - any other relevant answer (Maximum 2)
- 3.2
- The business needs to ensure that every employee understands the business objectives and believes in them. The employees need to feel part of something bigger than themselves.✓✓
 - The business needs to ensure that every employee feels important to the business and that they will be listened to and taken seriously if they have an idea.✓✓
 - The management cannot be autocratic, taking no notice of other people’s ideas or opinions.✓✓
 - Important decisions need to be made regularly through the process of teamwork.✓✓
 - Good teamwork needs to be rewarded and mistakes need to be viewed as opportunities to learn and grow, otherwise employees will not take the risk of speaking up and offering innovative ideas and suggestions.✓✓ (Maximum 6)
- 3.3
- diverse religions✓✓
 - diverse race✓✓
 - diverse cultures✓✓
 - stress of COVID-19 changes✓✓
 - change in business operations✓✓
 - own beliefs✓✓
 - preconceived ideas✓✓
 - any other relevant answer (Maximum 6)
- 3.4
- All workers are treated with dignity.✓✓
 - All workers are treated with respect.✓✓
 - All workers’ new ideas are supported.✓✓
 - All workers are kept interested and motivated.✓✓
 - All workers are involved in decision making.✓✓
 - Any other relevant points on handling diversity (Maximum 6)
- 3.5
- Clear objectives and agreed goals✓ – team members should know what they want to achieve.✓
 - Openness and expression✓ – members should be encouraged to suggest new ideas.✓
 - Respect, support and trust✓ – members should not fear being laughed at or rejected for expressing their concerns.✓
 - Commitment to achieve✓ – members should be motivated to achieve the goals of the group.✓
 - Sound inter-team relations✓ – teams should have good relations with other teams in an organisation.✓
 - Individual development opportunities✓ – the team should develop the skills of individual members and provide chances for each one to grow and learn.✓

- Review of the team process✓ – teams must understand their own character and analyse how they deal with decisions and conflicts.✓
- Good decision-making✓ – when communication in a team is good and everyone understands the objectives, a team can make good decisions.✓
- Creative problem-solving✓ – team members must be innovative and creative in order to solve problems.✓
- Role clarity✓ – team members must know their role within a group.✓
- Clear standards✓ – the standard of the work needed must be negotiated and made clear.✓
- Achievable tasks✓ – the team should make sure that the members’ tasks are achievable. ✓
- Clear deadlines and an action plan✓ – the team must have clear deadlines and an action plan.✓
- Value of each member✓ – team members must have skills, experience or some other quality that adds value to the team.✓
- Team spirit✓ – all team members should participate in the team’s tasks.✓
- Any other relevant points and good explanation. (Maximum 8)

3.6

	GUIDELINE	EXAMPLE FROM CASE STUDY
S	Substitute	Thelma substituted her face-to-face restaurant with delivering to clients
C	Combine✓	Food sales and deliveries✓
A	Adapt✓	Change the way they sell and structure restaurant✓
M	Magnify✓	COVID-19 protocols, social distancing and sanitising✓
P	Put to other uses✓	Delivery of food instead of face-to-face✓
E	Eliminate✓	Eliminated the stress of people having to come into the restaurant✓
R	Rearrange✓	Teams and tables etc. because of COVID✓

Any other relevant answer or example acceptable

(Maximum 12)

[40]

SECTION C

Question 4

Introduction

- There are many different types of businesses that sell or provide services to the public.✓✓
- Choosing a form of ownership depends on a number of factors such as capital/capacity/ taxation/division of profits/management/legislation.✓✓

- Some forms of ownership are more suitable for small businesses while others are suitable for big businesses.✓✓
- Any other related introduction related to choosing form of ownership of companies.
(Maximum 2)

The main difference between a personal liability company and a private company

- A personal liability company is very similar to a private company.✓✓
- The main difference is that the directors (and any past directors) are personally responsible for any debts of the business.✓✓
- If anything goes wrong legally or financially in the business, the directors are jointly responsible for the debt or decisions taken.✓✓
(Maximum 4)

The difference between a private company and a partnership

Private company

- Its name must end with the words Proprietary Limited or (Pty) Ltd.✓✓
- It consists of 1 to 50 shareholders.✓✓
- The owners have limited liability.✓✓
- It is a legal person apart from its members.✓✓
- It can enter into contract and sue and be sued in its own name.✓✓
- Shareholders cannot act as agents of the company.✓✓
(Maximum 8)

Partnership

- It consists of 2 to 20 persons/partners.✓✓
- Partners contribute capital, property or skills to the business.✓✓
- Each partner is taxed in his/her individual capacity based on the income from the business.✓✓
- There are no legal requirements to start the partnership.✓✓
- There is unlimited liability, which means that if the business becomes bankrupt, the personal belongings of the partners can be attached.✓✓
- If one partner dies, the business comes to an end.✓✓
(Maximum 8)

The advantages of a private company

- The long-term growth opportunities are really good.✓✓
- Directors are often more likely to take bigger risks and allow growth opportunities for the business.✓✓
- The business has its own legal identity, which means that shareholders have no direct legal implications. They therefore have limited liability.✓✓
- The business is able to employ or elect their own management and the directors can be appointed on merit.✓✓
(Maximum 6)

The disadvantages of a private company

- It requires a large amount of capital from investors.✓✓
- The more numerous the shareholders the less the profit to each.✓✓

- There are often more taxation requirements.✓✓
- Directors do not have a personal interest in the business, which can prevent the business from gaining maximum growth and profits.✓✓
- Although there are often VAT benefits, company taxes can be very high.✓✓ (Maximum 6)

Conclusion

- Operating as a PLC can be challenging because of legal requirements.✓✓
- This form of ownership is most suitable for professional people, e.g. lawyers, because of limited liabilities of the owners.✓✓
- When deciding about the form of ownership it is important to find a win-win situation where individuals or shareholders benefit the most.✓✓
- The amount of control that is needed in the business should be taken into consideration, as well as the capital needed or available for starting the business.✓✓
- Any other relevant conclusion related to choosing form of ownership (Maximum 2)

DETAILS	MAX	TOTAL
Introduction	2	Max 32
Difference between a personal liability company and a private company	4	
Characteristics of a private company	8	
Characteristics of a partnership	8	
Advantages of a private company	6	
Disadvantages of a private company	6	
Conclusion	4	
INSIGHT		Max 8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: [40]

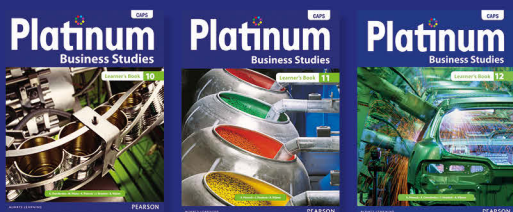
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16BC366A-9857-4F87-B574-916FA57DD14B

ISBN 978-1-4857-2046-1



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