

**HILLCREST HIGH SCHOOL**  
**BUSINESS STUDIES**  
**GRADE 11**  
**JUNE EXAMINATION 2019**  
**PAPER 2**

**MARKS: 150**

**TIME: 2 hours**

**INSTRUCTIONS:**

1. This question paper consists of **THREE** sections, namely **SECTION A, SECTION B and SECTION C**.
  - SECTION A: **COMPULSORY**
  - SECTION B: Consists of **THREE** questions covering Topics dealing with Business Roles and Business Ventures. Answer **ONLY TWO** questions from this section.
  - SECTION C: Consists of **TWO** essays covering Topics dealing with Business Roles and Business Ventures Terms 1 and 2.  
 Answer **ONLY ONE** of the TWO questions from this section.
2. Consider the time allocation for each question when answering.
3. Read the instructions for each question carefully and answer only what is required.
4. Number the answers correctly according to the numbering system used in this question paper.
5. Except where other instructions are given, answers must be in full sentences.
6. The mark allocation of each question will determine the length of your answer.
7. Start the answer to each question on a **NEW** page, for example QUESTION 1 – NEW PAGE, QUESTION 2 – NEW PAGE, QUESTION 3 – NEW PAGE et cetera.
8. Use the table below as a guide for marks and time allocation for each question.
9. **Sections A, B and C MUST be answered in the booklet provided.**

QUESTION	SECTION		MARKS	TIME
<b>1</b>	<b>A:</b>	Multiple choice questions, correct word, Matching columns	30	20mins
<b>2</b>	<b>B:</b>	<b>THREE</b> direct questions. Answer ONLY <u>TWO</u> questions	40	35mins
<b>3</b>			40	35 mins
<b>4</b>			40	35 mins
<b>5</b>	<b>C:</b>	<b>TWO</b> essay questions. Answer only <u>ONE</u> essays.	40	30 mins
<b>6</b>			40	30 mins
		<b>TOTAL</b>	<b>150</b>	<b>120 minutes</b>

**Section A- COMPULSORY**

**Answer all questions**

**QUESTION 1**

1.1 Four options are provided as possible answers to the following questions. Choose the answer and write only the letter (A – D) next to the question number (1.1.1 – 1.1.5) in the ANSWER BOOK, for example 1.1.11 B.

- 1.1.1 Working with others in order to solve problems makes it easier to:
- A. generate ideas
  - B. get distracted
  - C. show what you know
  - D. encourage others to do the thinking
- 1.1.2 A visual presentation of a set of sales figures shown as a series of rectangles:
- A. Table
  - B. Diagram
  - C. Bar graph
  - D. Line graph
- 1.1.3 Individuals suggest new ideas randomly that are written on a flip chart in a larger group without being criticised:
- A. Empty chair
  - B. Brainstorming
  - C. Force field analysis
  - D. Forced combination
- 1.1.4 A business' code of conduct
- A. is the process that must be followed when an employee is disciplined.
  - B. is a list of ethical issues that staff must study.
  - C. is a set of requirements for employees so they know what their duties are.
  - D. Is a set of rules outlining the level of performance required of a person or organisation.
- 1.1.5 \_\_\_\_\_ is a type of effective feedback.
- A. Answering questions after a presentation
  - B. Handing out flyers
  - C. Using visual aids during a presentation
  - D. Dealing with difficult employees

(10)

1.2

Choose a description from COLUMN B that matches a term/concept in COLUMN A. Write only the letter (A - E) next to the question number (1.2.1 – 1.2.5) in the ANSWER BOOK, for example, 1.2.6 G

	COLUMN A		COLUMN B
1.2.1	Physical reserves	A	A customer withdraws more than the money that is available in the bank account.
1.2.2	Stakeholders	B	The assets that are pledged to the bank in case of a default in the repayment of a loan.
1.2.3	Bank overdraft	C	An asset is bought from a supplier and a deposit is paid and the balance is paid off, with interest in fixed instalments.
1.2.4	Hire purchase	D	Build your physical strength by means of exercise and eating correctly.
1.2.5	Collateral	E	All parties who have an interest in the business and who are affected by a change.

(10)

1.3

Choose the correct word(s) from those given in brackets. Write only the word(s) next to the question number (1.3.1 – 1.3.5) in the ANSWER BOOK.

- 1.3.1 (Lateral/Contrarian Thinking) is described as 'thinking outside the box'.
- 1.3.2 Tight deadlines, loss of property and illness are examples of business related (solutions/crisis).
- 1.3.3 It is essential to employ people who think (innovatively/routinely)
- 1.3.4 (Liquidate/Insolvent) is when the assets are sold for cash to pay the debts.
- 1.3.5 (Stressors/emotional reserves) develop mutually supportive friendships or relationships.

(10)  
[30]

**SUB-TOTAL SECTION A: 30 MARKS**

**Section B: Short questions**

Answer only **TWO** of the THREE questions. Number your work clearly and as it appears in the question paper.

**QUESTION 2 – BUSINESS VENTURES**

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

**Crazie Plastics**

Crazie Plastics uses flyers to advertise their products to the public. Mohammed Moosa is the owner and his main reasons for the use of flyers is that it is inexpensive and he can design the flyers himself.

- 2.1.1 Quote **TWO** reasons why Mohammed decided to use flyers to advertise Crazie Plastics products to the public in the above scenario. (2)
- 2.1.2 Mention **THREE** guidelines that Mohammed should keep in mind when composing a flyer. (6)
- 2.1.3 Explain **THREE** points that Mohammed should consider when he writes business reports to other stakeholders. (6)
- 2.2 Propose ways in which a presenter may respond to feedback in a professional manner. (4)
- 2.3 Describe the benefits of leasing. (6)
- 2.4 Trade credit could impact negatively on the business.
- 2.4.1 Discuss the above statement. (4)

- 2.5 Read the following information and complete the Gantt Chart on the answer booklet. (12)

### **MATRIX COMPUTERS**

During a meeting on October 2019, members Mike, Zola and Khumalo decided that certain functions had to be performed to capacitate the business.

The intended private company must be registered by 15 November 2019 (week 1) and additional capital of R1 000 000 must be raised by 23 November 2019 (Week 2).  
Member responsible – Zola.

Staffing is still a problem and the sales manager and support staff must be recruited, interviewed and appointed as from 15 November to 27 November 2019 (Week 1-3) in time for the opening of the business on 1 December 2019 (Week 3). Member responsible – Khumalo.

The business intends to rent a building which must be fully furnished. The leasing contract, as well as all communication lines (including telephone and internet connections), must be finalized by 25 November 2019 (Week 1 - 2) Member responsible – Mike.

Stock must be purchased, priced and displayed by 25 November 2019 (Week 2).  
Member responsible – Zola.

In-service training will take place from 1 December to 22 December 2019. (Week 3 - 5).  
Member responsible – Khumalo.

[40]

### **QUESTION 3 – BUSINESS ROLES**

- 3.1 Read the scenario below and answer the questions that follow.

#### **World Tours**

World Tours is a travel agency that offers transport and accommodation bookings for tourists and international sporting teams. They are finding that more tourists and teams are arranging their own bookings and are concerned that they will be out of business soon. The management of World Tours decided to request a group of business experts to complete questionnaires to help solve their problem.

- 3.1.1 Identify the problem-solving technique used by World Tours to solve their problem.  
Motivate your answer. (3)

- 3.1.2 Briefly explain how the technique identified in QUESTION 3.1.1 works. (8)

3.1.3 Analyse the reasons for World Tours to use the technique identified in QUESTION (8)

3.2 Professionalism can be defined as a set of standards of expected practices or behaviour.

3.2.1 Name and explain **THREE** principles that can be used to implement professionalism. (9)

3.2.2 Distinguish between ethics and professionalism (8)

3.2.3 The King Code proposed seven characteristics of good governance. List **FOUR** of these characteristics. (4)  
**[40]**

**QUESTION 4 – MISCELLANEOUS**

4.1 Discuss the ADKAR model of change management. (10)

4.2 List the **FIVE** steps to deal with a business-related crisis. (5)

4.3 Outline **FIVE** different types of visual aids. (5)

4.4 Name and explain **TWO** advantages of working together in a group/team. (6)

4.5 Suggests ways that helps to build one’s physical reserves. (6)

4.6 Molly Smith is facing an ethical dilemma.

4.6.1 Advise Molly of the Three-point test tool that she can use to solve her dilemma. (8)

**[40]**

**SUB-TOTAL SECTION B: 80 MARKS**

**Section C: Essays**

Answer only **ONE** of the **TWO** essay questions. Number your work clearly and as it appears in the question paper.

**QUESTION 5 – BUSINESS VENTURES**

Lemolihle Sithole is a new recruit at Shil Enterprises. She has to present a report on the new machine she is using.

Advise Lemolihle on:

- difference between verbal and non-verbal presentations
- aids that she can use to enhance presentations, how to use it and when to use it
- how to compose a flyer.
- responding to questions and giving feedback.

(40)

**QUESTION 6 – BUSINESS ROLES**

A private institution for higher learning in Mpumalanga is run by very knowledgeable and experienced business people. The management structure has received statistics from a reliable source showing the increase in violence even in such institutions. At the latest meeting, the MANCO members and other investors have requested that a camera be placed in every classroom including the boardroom of the institution. The buzz at the campus is unhappiness, insecurity and this change is causing a bit of stress.

Write an essay in which you:

- Outline tips the workers can use to reduce their emotional reaction to stress.
- Explain the guidelines that business can use in the change process.
- Highlight the biggest change experienced by businesses in the last few years.

(40)

**SUB-TOTAL SECTION C: 40 MARKS**

**PAPER TOTAL: 150 MARKS**

**BUSINESS STUDIES**

**GRADE 11**

**2019 JUNE EXAMINATIONS**

**PAPER 2 - MARKING GUIDELINES**

**Section A- COMPULSORY**

**QUESTION 1**

1.1

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

(10)

1.2

1.2.1	D ✓✓
1.2.2	E ✓✓
1.2.3	A ✓✓
1.2.4	C ✓✓
1.2.5	B ✓✓

(10)

1.3

1.3.1	Lateral ✓✓
1.3.2	Crisis ✓✓
1.3.3	Innovatively ✓✓
1.3.4	Liquidate
1.3.5	Emotional reserves ✓✓

(10)

[30]

**SUB-TOTAL SECTION A: 30 MARKS**

**Section B: Short questions - Answer only TWO of the THREE questions.**

**QUESTION 2 – BUSINESS VENTURES**

2.1

2.1.1 Quote **TWO** reasons why Mohammed decided to use flyers to advertise Crazy Plastics products to the public in the above scenario.

- Flyers are inexpensive. ✓
- Flyers can be designed by Mohammed himself. ✓

(2)

2.1.2 Mention **THREE** guidelines that Mohammed should keep in mind when composing a flyer.

- Know your audience – design the flyer to suit them. ✓✓
- Use a catchy headline to attract attention. ✓✓
- Keep the message simple, mentioning only the crucial information. ✓✓
- Use legible fonts and easy to read language. ✓✓
- Use “you” in the message to establish direct contact.
- Use words denoting action like “call, contact...”
- Proofread the copy several times to avoid inaccurate information.
- Organise the material into easily readable bits, using boxes and illustrations.
- Use testimonials for credibility.
- Place your business address at the end to be remembered longer.

(6)

2.1.3 Explain **THREE** points that Mohammed should consider when he writes business reports to other stakeholders.

- Plan carefully, taking into account the purpose of the report and who will be reading it. ✓✓
- Ensure it is accurate, concise, clear and to the point. ✓✓
- Use tables, graphs, diagrams and illustrations to help convey the information. ✓✓
- Ensure it is error free, so get it proofread by someone reliable.
- Be sure that the information presented is useful to the decision-making process.
- Ensure that it looks professional.

(6)

2.2 Propose ways in which a presenter may respond to feedback in a professional manner.

- The presenter must stand up throughout the feedback session. ✓✓
- Be polite, confident and courteous/humorous when answering questions ✓✓
- Make sure that you understand the question/s before responding.
- Acknowledge good questions.
- Rephrase questions if uncertain.
- Do not get involved in a debate.
- Do not avoid the question; if you do not know the answer, refer the question to the audience or the employees
- Rectify if incorrect answers are given.
- Address the whole audience and not only the person asking the question
- Provide feedback as soon as possible after the observed event.
- Use simple language and support what you say with an example/ keep the answer short and to the point.
- Presenter must encourage questions from the audience.
- Do not allow any one member of the audience to dominate the discussion.
- Note/write down the questions asked to be able to respond correctly.
- The presenter should address questions in an orderly manner.

(4)

- 2.3 Describe the benefits of leasing. (6)
- Leasing is a tax deductible expense for a small business. ✓✓
  - With a lease, it is possible to upgrade equipment as technology improves. ✓✓
  - The initial outlay of the business can become more affordable if large amounts of money are not needed to start up the operations of the small business.
  - Leasing agreements are well looked after by the supplier in order to ensure a renewal of the lease.

2.4 Trade credit could impact negatively on the business.

- 2.4.1 Discuss the above statement (4)
- Discounts for prompt payment will be lost to the small business. ✓✓
  - New businesses might not easily get credit facilities from suppliers. ✓✓
  - If the business does not pay on time, it will be very difficult to get credit again from the same supplier.
  - If the business get a bad credit rating, or gets black-listed, then it will be very difficult for it to get credit from other suppliers..

2.5 (12)

TASK	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	PERSON RESPONSIBLE
Registration of company		✓				Zola ✓
Raising additional capital			✓			Zola ✓
Staffing				✓		Khumalo ✓
Rental contract and communication lines			✓			Mike ✓
Stock			✓			Zola ✓
In-service training		✓				Khumalo ✓

[40]

**QUESTION 3 – BUSINESS ROLES**

- 3.1
- 3.1.1 Identify the problem-solving technique used by World Tours to solve their problem. Motivate your answer. (3)
- Delphi Technique ✓✓ - The management of World Tours decided to request a group of business experts to complete questionnaires to help solve their problem. ✓
- 3.1.2 Briefly explain how the technique identified in QUESTION 3.1.1 works.
- A panel, consisting of people who have knowledge and experience in a particular subject area, is selected. ✓✓
  - A questionnaire is drawn up that contains questions on the selected topic and is distributed to the panel. ✓✓
  - These responses are summarised by the researcher and grouped according to similarity. ✓✓

- From these responses a second questionnaire is drawn up so that it will bring the responses in line with each other. ✓✓
- The second questionnaire is distributed together with the summary of findings of the first questionnaire.
- The panel members can now see the previous responses and their motivation. They need to keep this in mind when responding to the second set of questions.
- This normally continues for 3 to 4 rounds until panel members are requested to motivate why they don't agree with the general consensus. Members do not know at any time how other members responded. (8)

3.1.3 Analyse the reasons for World Tours to use the technique identified in QUESTION 3.1.1.

- A group of experts will be used without bringing them together. ✓✓
- Experts will give clear idea/solutions on how to improve on low productivity/profitability. ✓✓
- Panel members/Experts can give new information on problems. ✓✓
- Information received from experts can be kept confidential. ✓✓
- It reduces noise levels in an office environment since there is no group discussion.
- Panel members/Experts need to reach consensus, so that the best solution is found.
- All experts are given an equal opportunity to give their opinions, ✓ so no-one dominates the process. (8)

3.2

3.2.1 Name and explain THREE principles that can be used to implement professionalism.

- Respect ✓ – you honour the commitment you made to your employer or customers. ✓✓
- Quality assurance ✓ – you care about the quality of your work before submitting it. ✓✓
- Proactive ✓ – you anticipate certain needs and problems and therefore save the employer and customers time and money. ✓✓
- Responsive – you respond quickly to the request of your employer or customer.
- Timeliness – you meet deadlines by completing assignments before they are due. (9)

3.2.2 Distinguish between ethics and professionalism

Professionalism is the way you work, ✓ the way you present yourself to the people you work with ✓ and adhere to the business standards ✓ of expected practices. It is an attitude. ✓

Ethics refers to the moral values ✓ that guide businesses ✓ in their decision-making process. ✓ An ethical situation exists and must consider ethical forces at work. ✓

Markers discretion. (8)

3.2.3 The Kings Code proposed seven characteristics of good governance. List FOUR of these characteristics.

- Discipline ✓
- Transparency ✓
- Independence ✓
- Accountability ✓
- Responsibility
- Fairness
- Social Responsibility (4)

**QUESTION 4 – MISCELLANEOUS**

- 4.1 Discuss the ADKAR Model.
- Awareness ✓ - the need to change ✓
  - Desire ✓ - to participate and support this change ✓
  - Knowledge ✓ - of how to change (and what this change looks like ✓)
  - Ability ✓ - to implement this change on a day to day basis ✓.
  - Reinforcement ✓ - to keep this change in place ✓
- (10)
- 4.2 List the **FIVE** steps to deal with a business-related crisis.
- Emergency plan ✓
  - Identify the type of crisis ✓
  - Respond to the event. ✓
  - Evaluate the damage or situation ✓
  - Feedback on what worked and what did not
- (5)
- 4.3 Outline **FIVE** different types of visual aids.
- Data projector/PowerPoint ✓
  - Overhead projector ✓
  - Interactive whiteboards/Smartboards ✓
  - Hand-outs/flyers/brochures ✓
  - Posters/signs/banners/portable advertising stands/flags ✓✓
  - Flip charts/white boards
  - Tables/graphs/diagrams
- (5)
- 4.4 Name and explain **TWO** advantages of working together in a group/team.
- Pooling of ideas ✓ - One of the biggest advantages of working in a group is having other people's ideas pooled together. Each member of the group has something unique that he or she can contribute. ✓✓ You hear other sides to the story and other angles on the problem.
  - Learning from others ✓ - Someone might know something that you didn't, and they could teach it to you, or vice versa. ✓✓ If you are not as strong in a subject, or do not fully understand an idea, a team member can explain it to you.
  - More thorough discussion - One group member's answer or idea can trigger another group member to think of something else. This broadens the scope of the discussion.
  - Learning to accept others' points of view - You can learn to express your ideas and concerns, as well as to accept others' ideas and concerns. If you don't get along with others and listen to their ideas, it is very hard to manage in life.
  - The principle of synergism - It is a known proven fact that the combined effort of a number of people will produce a greater result than the sum of the individual contributions, this is known as synergy.
- (6)
- 4.5 Suggests ways that helps to build one's physical reserves.
- Exercise three to four times a week (moderate exercise is best, e.g. walking, swimming, cycling or jogging). ✓✓
  - Eat well-balanced, nutritious meals. ✓✓
  - Maintain your ideal weight. ✓✓
  - Avoid nicotine, excessive caffeine and other stimulants.

- Mix work with leisure. Take breaks and get away whenever you can.
- Get enough sleep.

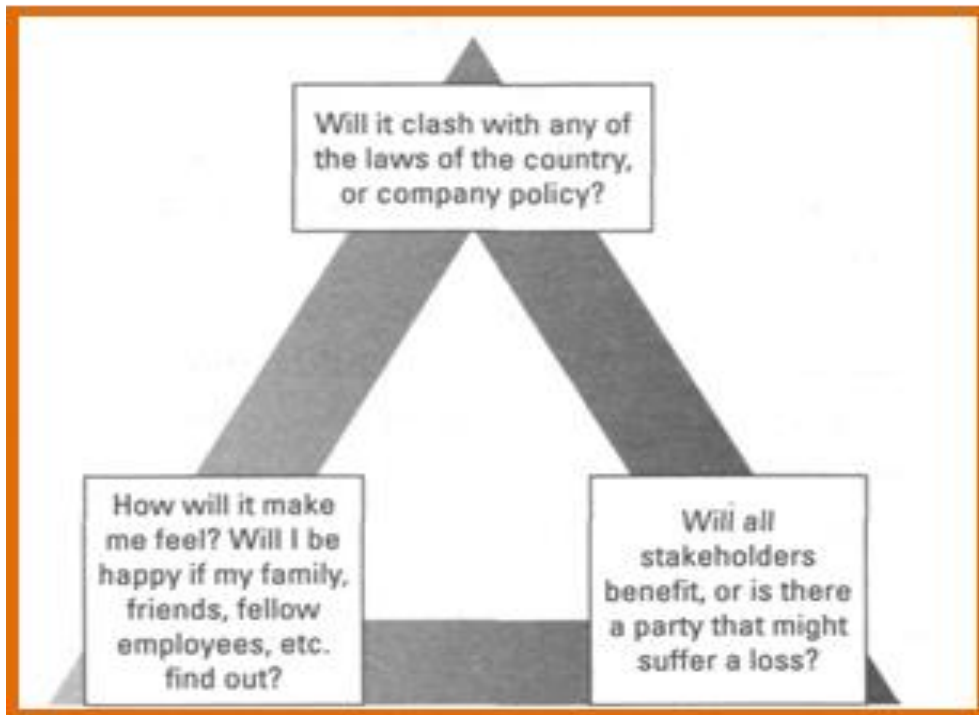
(6)

4.6

4.6.1 Advise Molly of the Three-point test tool that she can use to solve her dilemma.

(8)

[40]



**2 marks per box**

A negative answer to even one of these questions should result in not following through. ✓✓

**SUB-TOTAL SECTION B: 80 MARKS**

**Section C: Essays** Answer only **ONE** of the **TWO** essay questions.

**QUESTION 5 – BUSINESS VENTURES**

Introduction: Presenting business information to prospective clients, stakeholders and any other interested party can be challenging and daunting. ✓ It's essential that the presenter knows and understands the audience he/she is presenting too. ✓ Any suitable introduction.

Verbal and non-verbal presentation

Verbal presentations

A verbal presentation is a very common oral method of exchanging information ✓ and used for workshops, seminars, conferences, public speaking, political gatherings and information sessions such as media briefings. ✓

It is not a good idea to conduct an entire presentation verbally since it is likely to become boring and will lack variety; the audience might become restless and lose interest.

### Non-verbal presentations

These are presentations that use mostly printed media to communicate information ✓and

take the form of printed handouts, charts and slides. ✓

Often the presenter makes use of both verbal and non-verbal methods, e.g. in a PowerPoint presentation, both verbal and non-verbal formats are used.

Aids that she can use to enhance presentation

Audio/visual Aids	How to use it	When to use it
Over-head projector ✓	It reflects an image onto a whiteboard. ✓ Use with a transparency (which can be in colour). Prepare manually (using OHP pens) or electronically (by means of a photocopier or printer). Project diagrams and tables onto the transparency	To project a summary as a basis for discussion. ✓ Useful for the presenter as a reminder of all the points to cover.
Data projector ✓	Images are also projected onto a whiteboard but created on a computer, laptop or tablet) programme, e.g. PowerPoint slides or Excel spread sheets. ✓ Add different fonts, colour, sound or animation for interest. Control the computer with a remote to maintain contact with the audience or co-ordinate with a helper.	Use for large audiences. ✓ Through showing videos or images, a specific atmosphere can be created.
Flip charts ✓	A simple extension of the blackboard. ✓ Prepare manually on flipchart paper in advance or manually during the presentation. Use felt (koki) pens.	Use for small groups. ✓ Each page is flipped after the points on it have been covered in an oral presentation. Can be used to note down points. Can serve as a summary after the presentation. Write neatly so that everything is easily visible.
Whiteboard ✓	Similar to the chalkboard. ✓ Use whiteboard markers (special pens) for writing. Erase text by using a soft cloth or eraser.	Note down the most important points before or during a presentation. ✓
Video conferencing ✓	Make use of web cameras and a TV screen. ✓ Popular amongst businesses that have national and/or international branches/suppliers.	Use for groups in different venues. ✓ Use webcam or video recording to have face-to-face conversations with other parties, no

		matter the distance, in a different place.
Interactive whiteboard ✓	Large interactive display that connects to a computer and projector. ✓ A projector projects the computer's desktop onto the board's surface where users control the computer using a pen, finger, stylus or other device. Run software that is loaded on to the connected PC. Saving notes written on the IWB to PC allows for subsequent printing	Use for large or small groups in classrooms, boardrooms, training rooms etc. ✓ Note down important points before or during a presentation or brainstorming session or to capture feedback. Can be linked to other whiteboards in other venues.

#### How to compose a flyer

- Know your audience – design the flyer to suit them. ✓✓
- Use a catchy headline to attract attention. ✓✓
- Keep the message simple, mentioning only the crucial information. ✓✓
- Use legible fonts and easy to read language. ✓✓
- Use “you” in the message to establish direct contact. ✓✓
- Use words denoting action like “call, contact...”
- Proofread the copy several times to avoid inaccurate information.
- Organise the material into easily readable bits, using boxes and illustrations.
- Use testimonials for credibility.
- Place your business address at the end to be remembered longer.

#### Giving feedback

##### Feedback

- Feedback refers to opinions, comments or suggestions received after the presentation. ✓✓
- It expresses how people feel about the content of the delivery. ✓✓
- Feedback may be positive, negative or neutral. ✓✓
- The presenter needs to handle all feedback sensitively and non-aggressively. ✓✓
- Sometimes the response can be immediate, while at other times further research may be needed before responding to the feedback. ✓✓
- The presenter needs to be open to suggestions, but must also show that she or he is in control of the information under discussion. ✓✓
- The presenter must also act decisively; despite the fact that comments may sometimes come as a personal attack.
- The audience may have strong opinions about the material presented and may give strong feedback.
- They may agree or disagree.
- All views need to be heard so that a balanced perspective is obtained.
- Presenters are often judged by how well they are able to handle questions and feedback.
- It requires more skill to respond to queries than collecting and preparing material for a presentation.
- The delivery and responses to feedback must reflect confidence.

Conclusion: A presentation that is researched well and presented with confidence will always be successful. ✓✓ It's important to ensure that information is presented in a logical sequence.

Facts	32
Layout	2
Analysis	2
Synthesis	2
Originality	2

## **QUESTION 6 – BUSINESS ROLES**

Introduction: Stress is the wear and tear on our body due to challenges or change in circumstances. ✓ Its management's job to ensure that structures are put into place to assist staff to cope with stress and change, ✓ Any suitable answer.

Reducing emotional stress

- The stress reaction is triggered by the way you look at the aspect of perceived danger, whether it is physical danger or emotional danger. ✓✓
- Try not to exaggerate your stressors, e.g. viewing any difficult situation as a disaster. ✓✓
- Do not attempt to please everyone all the time. ✓✓
- Do not overreact and view everything as absolutely critical and urgent. ✓✓
- You should not feel you must always succeed in every situation. Adopt more moderate views – try to see the stress as something you can cope with rather than something that overpowers you.
- Do not dwell on the negative aspects and "what if". (8)

Guidelines in the change process

Stage 1 – Assess the environment ✓

- Scan the environment and collect information that will signal a need for change. ✓✓

Stage 2 – Determine the performance gap ✓

- With the information at one's disposal, it is possible to determine the gap between what a business wishes to achieve and what it is actually achieving. ✓✓

Stage 3 – Identify problems or opportunities in the organisation ✓

- It is very important to identify problems and opportunities immediately. ✓✓

Stage 4 – Identify reasons for resistance to change ✓

- When people are confronted with the need to change, especially when it is driven internally, they often become emotional and tend to resist and fear change. ✓✓
- The following reasons for resistance have been identified:
  - Conflict of interest – if organisational change results in downsizing and cost cutting, employees might be retrenched or transferred to other areas. ✓✓
  - Misperception – people sometimes resist change when they are not involved in the change process from a very early stage. ✓✓
  - Labour contracts – when a merger or takeover takes place, it is common procedure to have a new labour contract drawn up; this is generally resisted by employees.

Stage 5 – Reduce resistance to change ✓

- This is done by:
  - communicating openly and early enough with employees ✓✓

- providing clear and definite direction to employees ✓✓
- inspiring and motivating employees and stakeholders ✓✓
- leading by example in order to build credibility and trust
- providing feedback to employees, which will enable them to accept the changes.

Stage 6 – Set goals ✓

- These goals must be realistic, measurable and attainable. ✓✓

Stage 7 – Develop a plan of action ✓

- This could be time-consuming and complex, but it ensures that everybody understands their roles and the timeframes. ✓✓

Stage 8 – Implementation of the action plan ✓

- Throughout the implementation process, people need to be rewarded for their efforts. This will help to create a positive climate. ✓✓

Stage 9 – Constant monitoring of change ✓

- Change managers need to monitor the results to ensure that the change process was conducted successfully. ✓✓ (32)

List the biggest changes that have occurred

- Unemployment and retrenchment ✓
- Globalisation ✓
- Affirmative action ✓ (3)

Conclusion: It is important that managers ensure that staff are kept up to date regarding any changes that will take place. ✓✓ Staff input on changes should be encouraged and business should ensure transparency in the workplace. Any suitable conclusion.

FACTS	32
Layout	2
Analysis	2
Synthesis	2
Originality	2

**SUB-TOTAL SECTION C: 40 MARKS**

**PAPER TOTAL: 150 MARKS**

BLOOMS TAXONOMY

PAPER 2

	LEVEL 1	LEVEL 2	LEVEL 3
<b>SECTION A</b>			
QUESTION 1.1	3	5	2
1.2	3	5	2
1.3	3	5	2
	<b>9</b>	<b>15</b>	<b>6</b>
<b>SECTION B</b>			
QUESTION 2			
2.1.1	2		
2.1.2	2	6	

2.1.3	2	4	
2.2			4
2.3	4		
2.4	2	4	
2.5			4
2.6		6	
	<b>12</b>	<b>20</b>	<b>8</b>
QUESTION 3			
3.1.1	3		
3.1.2		8	
3.1.3			8
3.2.1	3	6	
3.2.2	2	6	
3.3	4		
	<b>12</b>	<b>20</b>	<b>8</b>
QUESTION 4			
4.1	2	4	
4.2	2	4	
4.3	4	4	
4.4	2	4	
4.5			6
4.6.1	2	4	2
	<b>12</b>	<b>20</b>	<b>8</b>
QUESTION 5	12	20	8
QUESTION 6	12	20	8