



Education and Sport Development

Department of Education and Sport Development
Departement van Onderwys en Sportontwikkeling
Lefapha la Thuto le Tihabololo ya Metshameko

NORTH WEST PROVINCE

PROVINCIAL ASSESSMENT

GRADE 11

**BUSINESS STUDIES
MARKING GUIDELINES
JUNE 2018**

MARKS: 300

This memorandum consist of 20 pages

SECTION A (COMPULSORY)**Question 1**

- 1.1.1 B✓✓
 1.1.2 A✓✓
 1.1.3 B✓✓
 1.1.4 A✓✓
 1.1.5 B✓✓
 1.1.6 C✓✓
 1.1.7 C✓✓
 1.1.8 C✓✓
 1.1.9 B✓✓
 1.1.10 D✓✓ (10×2) (20)
- 1.2.1 C✓✓
 1.2.2 F✓✓
 1.2.3 D✓✓
 1.2.4 A✓✓
 1.2.5 B✓✓ (5×2) (10)
- 1.3.1 unlimited liability✓✓
 1.3.2 Inflation✓✓
 1.3.3 Go slow✓✓
 1.3.4 Leasing ✓✓
 1.3.5 Mismanagement of funds✓✓ (5×2) (10)

TOTAL SECTION A: 40**BREAKDOWN OF MARKS**

QUESTION 1	MARKS
1.1	20
1.2	10
1.3	10
TOTAL	40

SECTION B

QUESTION 2**2.1 PESTLE VARIABLES**

2.1.1 Economic√√

2.1.3 Environmental/Political√√

2.1.4 Technological/Technology/Environmental√√

2.1.5 Legal√√

(10)

2.2 Challenges of the market environment**2.2.1 Demographics**

- People tend to live longer√ and this lead increased demand for products√
- Many people are emigrating√ or pursuing job opportunities abroad.√
- This not only reduces the consumer base√, but also reduces the availability of skilled labour√.
- Many South Africans are dying of HIV and Aids√ and thus affects the labour force and the consumer force, while HIV positive consumers will have particular product preferences.√
- Any other relevant answer related to demographics

Any (2×2) (4)

2.2.2 Competition

- Business offering the same or similar products or same services√ are often a serious threats to one another.√
- Consumers will buy from the enterprise√ where they get the best value for their money.√
- This means that if an enterprise is not able to match the quality of services or products and the prices of its competitor,√ it will be in real danger.√
- Any other relevant answer related to competition

Any (2×2) (4)

2.3 Business sectors

2.3.1 Tertiary sector✓

(1)

2.3.2 Business environment

CHALLENGES	BUSINESS ENVIRONMENTS
<ul style="list-style-type: none"> • Employees not trained in doing men’s hair✓ • Gao’s salon is not equipped to provide man’s hair services✓ • Does not have sufficient capital✓ <p style="text-align: center;">Sub max (1)</p>	<p>Micro ✓✓</p> <p style="text-align: center;">Sub max (2)</p>
<ul style="list-style-type: none"> • Gao must pay the full retail price for shampoo and equipment✓ <p style="text-align: center;">Sub max (1)</p>	<p>Market✓✓</p> <p style="text-align: center;">Sub max (2)</p>
<ul style="list-style-type: none"> • Increased violence in the taxi rank✓ <p style="text-align: center;">Sub max (1)</p>	<p>Macro✓✓</p> <p style="text-align: center;">Sub max(2)</p>

NOTE: 1. Mark the first challenge for each environment only.

2. If the business environment is not linked to the challenge, mark the challenge only. Max (9)

2.3.3 Extend of control

- Micro: Full control✓
- Market: Limited/little control/limited influence✓
- Market: No control✓

(3×1) (3)

2.4 Strategies to adapt to challenges

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- Merger✓
- Alliance✓
- Takeover or acquisition✓
- Information management✓
- Strategic response✓
- Any other relevant strategies (3×1) (3)

2.5 Benefits of networking

- Meet new clients✓
- Discover new business opportunities✓
- Find new job opportunities✓
- Advertise our business✓ (4×1) (4)

2.6 Functions of a trade union

- Represent workers at work✓✓.
- Ensure fair treatment for workers✓✓
- Take part in collective bargaining process✓✓
- Help negotiate fair remuneration packages for members✓✓
- Support gender equality✓✓
- Protect the rights of their members✓✓
- Protect the interest of their members during disciplinary procedures✓✓
- Any other relevant functions of a trade union Any (5×2) (10)

2.7 Strike: workers do not show up for work at all✓ to perform their duties.✓
 Production time is lost✓✓ (4)

2.8 Impact of natural resources

Influence on business operations and productivity	Possible solutions
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<ul style="list-style-type: none"> • Business cannot continue with business operations if natural resources are depleted√√ • Business must develop and implement environmental policies√√ • Loss of productivity if business operations come to a halt due to unavailability of natural resources.√√ <p style="text-align: right;">Any 2x2</p>	<ul style="list-style-type: none"> • Find alternative sources of energy√√ • Recycle√√ • Fines must be imposed to a business that fails to comply with environmental laws.√√ • Create an environmental awareness among businesses and individuals.√√ <p style="text-align: right;">Any 2x2</p>
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Max (8)
[60]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1.1	2
2.1.2	2
2.1.3	2
2.1.4	2
2.1.5	2
2.2.1	4
2.2.2	4
2.3.1	1
2.3.2.	9
2.3.3	3
2.4	3
2.5	4
2.6	10
2.7	4
2.8	8
TOTAL	60

QUESTION 3

3.1 Ways which can be used to acquire funding when starting a business venture

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- Equity capital✓
- Loans ✓
- Bank overdraft✓
- Suppliers' credit✓
- Venture capital✓
- Government grants✓
- Any other relevant answer (5×1) (5)

3.2 Franchise**3.2.1 Definition**

- A franchise is an agreement between a franchisor and a franchisee✓ according to which the franchisee obtains the right from the franchisor✓ to use the name and trademark of the franchisor✓ and sell the franchisor's product.✓

(4×1) (4)

3.2.2 Advantages of a franchise to the franchisee

- Franchisee enters into an existing market✓✓.
- Franchisee receives marketing and management assistance from the franchisor✓✓.
- The franchisor provides the franchisee with training.✓✓
- Market research is done by the franchisor.✓✓
- The franchisor assists the franchisor in finding a suitable location.✓✓
- Any other relevant answer.

(4×2) (8)

3.3**3.3.1 FIVE advantages of outsourcing**

- Allows the business to focus on its core functions.✓✓
- Provides continuity and reduces risks.✓✓
- Can reduce overhead expenses.✓✓
- Saves on costs and improves efficiency.✓✓
- Regains control over operations.✓✓
- Provides staff flexibility during peak times.✓✓
- The administrative burden of the outsource company is relieved.✓✓
- The outsource provider is usually able to render the service at a lower cost because it specializes in the particular service.✓✓
- Any other relevant answer. Any (5×2) (10)

3.3.2 FOUR disadvantages of Lessee

- The lessee never acquires ownership of the goods✓✓.
- The lessee is bound by contract for the duration of the contract.✓✓
- The lessee cannot use the assets as security to borrow money✓✓.



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- The lessee cannot sell the goods in times of financial difficulty.√√
- Any other relevant answer. (4×2) (8)

3.4 Distinguishing between a timeline and a Work Breakdown Structure (WBS)

- Timeline is a representation of all the tasks you must complete√ and when these tasks need to be completed.√
- Work Breakdown Structure is a diagram that breaks down all tasks√ that must be performed to complete a project.√ (2×2) (4)

3.5 Advantages of a Gantt chart for project planning

- It helps the project manager to plan the project.√√
- It helps to sequence the tasks that must be carried out.√√
- Indicating how long it will take to finish the project.√√
- Indicating the tasks that can be carried out simultaneously.√√
- Allowing the project manager to see instantly which tasks should have been completed by a certain time.√√
- Helping the project manager to identify the resources needed to complete the project.√√
- Any other relevant answer. Any (5×2) (10)

3.6 Ways of presenting business information

- Graphs√
- Tables√
- Diagrams√
- Illustrations√
- Any other relevant answer. Any (3×1) (3)

3.7 Requirements of a good presentation

- Presenter must be well prepared.
- The presentation must aim at a particular audience.
- Put the most important information first.
- Know your audience.
- The presenter must keep to the time limit set.
- The presenter must include the introduction, body and conclusion.
- The presenter must include visual aids.
- Any other relevant answer. Any (4×2) (8)

[60]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	5
3.2.1	4
3.2.2	8
3.3.1	10
3.3.2	8
3.4	4
3.5	10
3.6	3
3.7	8
TOTAL	60

QUESTION 4: BUSINESS ROLES

4.1 Forced-field analysis

4.1.1 Forced-field analysis

FORCES FOR	FORCES AGAINST
<ul style="list-style-type: none"> • Increased demand for building material. ✓ • Employee opportunities for the community. ✓ • Bursaries for tertiary education will be offered to learners in local schools. ✓ • They no longer have to travel so far to buy building material. ✓ • Entrepreneurial programmes for young, upcoming entrepreneurs. ✓ 	<ul style="list-style-type: none"> • Noise level. ✓ • Air pollution. ✓ • Crime in the community. ✓

Max (7)

4.1.2 Justification

- Establishing a new factory in Jouberton has more advantages/forces for, ✓ than disadvantages/ forces against. ✓
- It will uplift/increase the standard of living of the community, ✓ as there are more opportunities available. ✓
- Any other relevant answer.

Max (2)

4.2 Effectiveness of the Delphi technique in solving business problems

Positives

- A group of experts will be used without bringing them together. ✓
- Panel members/Experts can give new information. ✓
- Information received from experts can be kept confidential. ✓
- It reduces noise levels in an office environment since there is no group discussion. ✓
- Any other relevant positive evaluation related to the use of the Delphi technique.

Sub max (4)

AND/OR

Negatives

- It is an expensive technique to use ✓ due to high administrative costs. ✓
- May be time consuming and complicated ✓ to analyse data received from experts. ✓
- Some experts are willing /interested to give feedback/ complete questionnaires. ✓✓
- Any other relevant negative evaluation related to the use of the Delphi technique.

Sub max (4)

Max (8)

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4.3 Difference between professionalism and ethics

Professionalism	Ethics
<ul style="list-style-type: none"> • A set of behavior for a particular occupation.√√ • The skill, knowledge, service and attitude that is expected of a businessperson.√√ • It relates to a specific work environment and status/position a staff holds.√√ • Any other relevant answer. <p style="text-align: right;">Sub max (4)</p>	<ul style="list-style-type: none"> • Ethics is doing the right things.√√ • Are the morals that determine how to behave.√√ • Ethics focuses on correct and incorrect behavior set by acceptable moral standards.√√ • Any other relevant answer. <p style="text-align: right;">Sub max (4)</p>

Max (8)

4.4 Unethical business practice or unprofessional business practice

4.4.1 Unethical√√

4.4.2 Unethical√√

4.4.3 Unprofessional√√

4.4.4 Unprofessional√√

(8)

4.5 Principles of professionalism

- Focus√ – needs to focus on the job at hand rather than the lives of people involved in the job.√√
- Relationship√ – professionalism establishes boundaries for appropriate relationships in the workplace.√√
- Respect√ – people who practice professionalism practice respect.√√
- Chain of command√ – to be professional, the chain of command for the correct handling of problems need to be followed.√√
- Presentation√ – presenting a professional image to customers increases the customer base.√√
- Knowledge and skills√ – it is important to have the appropriate qualifications and skills for the applicable job or profession.√√
- Any other relevant answer.

Heading (1)
Explanation (2)
Max (12)

4.6 Definition of crisis

- Crisis is a time of great difficulty that appears to be a disaster.√
- Any other relevant definition of crisis

(1)

4.7 Impact of different types of crisis

- Outbreak of a disease or infection among the staff√ could present serious health and safety risk.√
- Natural disaster such as earthquake, wind damage and flooding caused by heavy rain√ can prevent the business from functioning properly.√

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- Fire can be accidental (an electrical fault) or deliberate (arson) can destroy a business physically.√√
- Theft or vandalism to important equipment can stop production.√√
- Power outages happen often in South Africa √and many business have experienced the impact of loss of power on their information technology and communication system.√
- Temporary shortages in fuel supply could prevent staff getting to work√ and could affect the business' ability to make and receive deliveries.√
- Any other relevant answer.

Any (5×2) (10)

4.8 Causes of stress in the workplace

- Any form of harassment or discrimination.√
- Unreasonable performance demands from supervisors.√
- Language barriers.√
- Labour issues e.g dismissals and retrenchments.√
- Conflict between staff members.√
- Lack of job security.√
- Too long working hours.√
- Any other relevant answer related to stress.

**Any (4×1)
[60]**

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1.1	7
4.1.2	2
4.2	4
4.3	8
4.4.1	2
4.4.2	2
4.4.3	2
4.4.4	2
4.5	12
4.6	1
4.7	10
4.8	4
TOTAL	60

QUESTION 5: MISCELLANEOUS TOPICS

5.1 Challenges of the micro environment

- Difficult employees.√√
- Lack of vision and mission.√√
- Lack of adequate managerial skills.√√
- Unions√√
- Strikes and go slows√√
- Skills shortages among employees.√√
- Employee absenteeism.√√
- High employee turnover.√√

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- Any other relevant answer. **(5x2) (10)**

5.2 Socio – economic issue represented by each statement

5.2.1 Inflation√√

5.2.2 Poverty√√

5.2.3 Demographics√√

5.2.4 Economic crime/ White collar crime√√

5.2.5 Dumping √√

(5x2) (10)**5.3 Difference between Mergers and Acquisition (takeovers)****Mergers**

- Two or more businesses combine to form a new business.√√
- Two enterprises joining one another in order to become one enterprise through mutual agreement.√√
- Any other relevant answer to merger or an example of mergers.

Sub max (2)**Acquisition (takeovers)**

- When one company purchases another company and this may be friendly or hostile.√√
- Taking over an existing business by buying out its shares until another business has the controlling interest.√√
- Any other relevant answer related to mergers or an example of mergers.

Sub max (2)**Max (4)****5.4 Examples of how businesses may lobby**

- Business may influence situations to meet their business activities through talking to other businesses, organizations, pressure groups or government structures.√√
- Hedging against inflation can take place when a business secures itself against losses due to high inflation rates by influencing law makers to keep prices from rising too suddenly.√√
- Influencing supervisory bodies and regulators.√√
- Influencing unions through collective bargaining.√√
- Influencing investors.√√
- Forming strategic alliance agreements.√√
- Any other relevant answer related to the examples of lobbying.

Any (3x2) (6)**5.5 Name and explain the three business sectors with examples****Primary sectors√**

- Involved in the extraction of products and raw material from the natural resources√√
- **Examples** : Agriculture√, forestry, fishing, mining, and quarrying

Secondary Sector√

- Convert raw materials from primary sector into useful products.√√
- **Examples**: Factories and Firms√



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Tertiary Sector✓

- All kinds of services✓✓
- Complete goods need to be brought within the easy reach of consumers.
- Examples: Wholesalers✓, retailers or agents.

Heading (1)
Explanation (2)
Examples (1)
(12)

5.6 Any FIVE reasons why Private Company could be registered as a good form ownership.

- Number of shareholders is unlimited.✓✓
- A private company has unlimited lifespan.✓✓
- Liabilities of shareholders are limited.✓✓
- Note required to lodge financial statements with the commission.✓✓
- Audited financial statements are optional.✓✓
- Any other relevant reasons.

(5x2) (10)

5.7 Difference between a trademark and copyright**Trademark**

- A unique mark that represents a business enterprise and which belongs to the enterprise.✓✓
- Any work, symbol, phrase, design, sound, smell, colour, brand name, slogan or a logo.✓✓
- Any other relevant answer related to a definition or example of a trademark.

Sub max (2)

Copyright

- A law that protects a person's intellectual property so that other people cannot use it as their own.✓✓
- Only an owner of intellectual property has the right to produce and copy the intellectual property.✓✓
- A person who has written, printed, published, performed, sculptured, painted, filmed or recorded is automatically the owner of the copyright to that work.✓✓
- Any other relevant answer related to a definition or example of copyright.

Sub max (2)

Max (4)

5.8 Purpose of a trademark

- Protects the business and consumers against imitations.✓✓
- To identify the manufacturer or producers of the product/Distinguish the manufacturer's products from similar or related goods.✓✓
- To prevent unauthorized use of a trademark by someone else.✓✓
- To claim damages from someone who infringes the trade mark.✓✓
- To expand the business internationally.✓✓
- To expand the business through a franchise.✓✓
- Any other relevant answers related to the purpose of the trade mark.



Any (2×2) (4)
[60]

TOTAL SECTION B: 180

BREAKDOWN ON MARKS

QUESTION 5	MARKS
5.1	10
5.2.1	2
5.2.2	2
5.2.3	2
5.2.4	2
5.2.5	2
5.3	4
5.4	6
5.5	12
5.6	10
5.7	4
5.8	4
TOTAL	60

SECTION C

QUESTION 6: BUSINESS ENVIRONMENT

6.1 Introduction

- There are three sectors involved in production namely, the primary, secondary and tertiary sector. ✓
- Business can be classified in one or more of these sectors. ✓
- They operate interdependently and the link between the three sectors is important and should always be taken into consideration. ✓
- Any other relevant introduction. **Max (2)**

6.2 BUSINESS SECTORS

6.2.1 Primary sector: (No marks allocated for sub- heading)

- Involved in the extraction of products/ raw materials from natural resources. ✓✓
- Examples: agriculture, forestry, fishing and mining. ✓✓ **(2×2) (4)**

6.2.2 Secondary sector: (No marks allocated for sub- heading)

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- Involves the processing of raw materials extracted from the primary sector to manufactured/ final products.√√
- It consists of manufacturing and construction industries.√√
- Goods manufactured in this sector are either finished or semi- finished products'√√
- Examples: Sappi and Mondi manufacturers paper from wood. √√ **(2×2) (4)**

6.2.3 Tertiary sector: (No marks allocated for sub-heading)

- Facilitates the flow of goods and services from primary and secondary sectors to consumers as well as rendering services.√√
- Also provide services to consumers and other businesses.√√
- Examples: Traders, transport and communication services.√√ **(2×2) (4)**

6.3 Relationship between the three sectors of the economy

- The secondary sector is interdependent on the primary sector for the raw materials that are processed into more useful products.√√
- The secondary sector also depends on the tertiary sector for the provision of a variety of services e.g transport.√√
- The primary sector in turn is dependent on the secondary sector for manufactured goods such as machinery, equipment, infrastructure etc.√√
- The tertiary sector is also is also dependent on the secondary sector for manufactured goods such as office machines, office furniture, stationery, etc.√√
- In the primary sector, there are farmers who need seed and food stock produced by other farmers.√√
- Components in the secondary sector are manufactured and used by other manufacturers in manufacturing of the final product.√√
- For example: the manufacturers of CD ROMs, display screens, motherboards, provide these to the manufacturers of computers.√√
- In the tertiary sector we find that retailers are dependent on wholesalers for the supply of stock.√√
- The various services of transport, communication, financing, insurance, and advertising are provided not only to primary and secondary sectors, but also to businesses within tertiary sectors.√√
- A backward link means that businesses in a particular sector buy products or services from another sector or from businesses within the same sector.√√
- Example: Manufacturer of clothing in the secondary sector buys zips and buttons from another manufacturer also in the secondary sector.√√
- A forward link means that the businesses in certain sectors sell their products or services to another sector or the businesses within the same sector.√√
- Examples: Wool sold by sheep farmers in the primary sector to spinning and weaving factories in the secondary sector.√√
- Example: Selling products or services to businesses in the same sector or to businesses in another sector.√√
- Any other relevant answer related to relationship of economic sectors.

Max (20)

6.4 Conclusion

- Businesses must be aware of their role in this chain to ensure the biggest advantage for that particular business.√√
- Management would be able to react better on the challenges of the business environment if they understand this interrelatedness between the different sectors.√√
- Any other relevant answer related to economic sectors and their links.

Max (2)

QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Sectors involved in production <ul style="list-style-type: none"> • Primary sector • Secondary sector • Tertiary sector 	4 4 4	
Links between the three sectors.	20	
Conclusion	2	
INSIGHT		Max 8
Layout	2	
Analysis	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 if marks where requirements are not met at all.

QUESTION 7: BUSINESS VENTURES (FORMS OF OWNERSHIP)

7.1 Introduction

- A form of ownership refers to the manner in which a business is structured, how it is managed, how it raises its capital and how it deals with profits and losses.√√
- A company can be formed by determining people, reserve its name by register of companies, prepare Memorandum of Incorporation, File Notice of Incorporation and obtain registration number.√√
- Other forms of owners have legal requirements and are easy to start up.√√
- Any other relevant answer to introduction of forms of ownership.

Max (2)

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7.2 Benefits of establishing a company versus other forms of ownership

- A company enjoys continuity of existence;√ this means any change in the ownership of the business will not affect the existence of the business.√
- More owners means a greater possibility for growth and expansion√ because more capital and funds can be contributed than other forms of ownership.√
- A company is registered as a legal entity√ and all companies, with exception of personal liability companies, offer shareholders limited liability.√
- There can be more effective management√ as shareholders appoint a board of directors to manage the business.√
- Profit companies pay fixed tax rate of 28% on profit and further 10% STC on dividends declared to shareholders√ which is less than a fixed 40% that applies to sole proprietor and in partners in a partnership.√
- Any other relevant answer.

Max (8)

7.3 Challenges of establishing a company versus other forms of ownership

- The formation procedure of a company are often more expensive and difficult√ than other forms which relatively easy or less expensive. E.g Sole trader, partnership and close corporation.√
- Companies often have legal requirements to adhere to,√ which can be complicated and expensive for business.√
- If directors appointed by the shareholders are not competent and do not manage the well,√ shareholders' investments may be at risk.√

(3x2) (6)

7.4 Difference between Partnership and a Private Company

Criteria	Partnership	Private Company
Ownership	At least two√√	At least one√√
Liability of debts	Jointly and severally liable For the debts of the business.√√	No one is liable for the debts of the company except if Act or the MIO provide otherwise.√√
Capital acquisition	Contributed or loans by partners.√√	MIO must restrict the transferability of its securities and prohibits its offer to the public.√√
	MAX (6)	MAX (6)

(12)

7.50

.1Conclusion

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- The choices of the form of owner is determined by various factors e.g the size of the business, etc.√√
- Any other relevant answer.

Max(2)
[40]

BREAKDOWN OF MARKS

DETAILS	MAXIMUM	TOTAL
Introduction	2	
Benefits of establishing a company versus other forms of ownership	8	Max 32
Challenges of establishing a company versus other forms of ownership	6	
Differences between partnership and private company.	12	
Conclusion	2	
INSIGHT		
Layout		2
Analysis, interpretation		2
Synthesis		2
Originality		2
TOTAL		40

LASO- For each component
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all.

QUESTION 8

8.1 Introduction

- The stress of the workers is usually linked to the work environment some to personal problems that the workers have.√
- Management has the responsibility to take care of their employees,√
- There are many challenges in the workplaces that may cause stress which must be managed properly in order to remain productive.√
- Any other relevant introduction.

Any (2×1) (2)

Body

8.2 Causes of stress

- Job content, lack of variety, dangerous tasks, unpleasant tasks.√√
- Workload and work place itself, working under pressure√√
- Working hours, strict schedules, long hours, badly designed shift system√√



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- Lack of participation in decision making, lack of control√√
- Job security, lack of promotion and opportunities, unfair performance evaluation system.√√
- Unclear roles, conflicting roles within the same job√√
- Weak leadership√√
- Interpersonal relationships- bad relationship between co-workers√√
- Poor communication√√
- Demands at work that interfere with that of work.√√
- No support for problems both from home and at work.√√
- Any other relevant answer related to causes of conflict. **Any (5x2) (10)**

8.3 The importance of stress management

- Stress has cost businesses a lot√√
- Absenteeism - loss of productivity and replacement due to absenteeism√√
- Grievance and companies stressed workers may lodge grievances and they may be a lot of complaints√√
- Poor customer services may have negative effects on turnover and profits√√
- Conflict and interpersonal problems - conflict and interpersonal problems may arise due to stress√√
- Resistance to change – stressed people normally cling to old ways of doing things and may resist change√√ **Any (5x2) (10)**

8.4 Strategies to manage stress

- Share workload differently and equally√√
- Select and train workers properly√√
- Do not procrastinate√√
- Consult workers about work practices√√
- Introduce flexi time√√
- Increase support workers get√√
- Encourage teamwork and cooperation√√
- Arrange stress management training programmes, e.g time-management and healthy lifestyle.√√
- Improve equipment used and general working conditions√√
- Develop a friendly and more supportive culture√√
- Improve manager’s attitudes, knowledge and skills towards dealing with work stress.√√ **Any(5x2) (10)**

8.5 Conclusion

- Business should put proper programmes in place to manage stress√√
- If stress is not identified early and not managed by business it may cause serious effects on the productivity of workers as well as overall performance of the business,√√
- Any other relevant conclusion. **Any (2x1) (2)**

BREAKDOWN OF MARKS

DETAILS	MAXIMUM	TOTAL
Introduction	2	

Memorandum – Grade 11

Causes of stress	10	Max 32
Importance of managing stress	10	
Strategies for managing stress	10	
Conclusion	2	
INSIGHT		
Layout		2
Analysis, interpretation		2
Synthesis		2
Originality		2
TOTAL		40

LASO – For each component

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 mark where requirements are not met at all.