



**Western Cape
Government**

Education

Directorate: Curriculum FET

TELEMATIC SCHOOLS PROJECT 2021

Business Studies

Grade 12

FOREWORD

This Examination Preparation Resource Booklet was developed to provide you with information that will assist you with difficult content and to prepare you for the final examinations. The Resource Booklet consist of the Main Topics and Topics; Structure of the TWO question papers; Examination Tips; Marking Principles and Consolidation Activities.

The Resource Booklet should be used in conjunction with the 2021 Gr 12 Business Studies Core Notes and Past DBE Exemplar Question Papers.

This Resource Booklet will also be mediated during three Telematics Presentations as indicated in the schedule below. To obtain the full benefit of this Resource Booklet, it's essential that you work through the content of the Topics identified below and past examination question papers.

BUSINESS STUDIES TELEMATICS SCHEDULE

SESSION	DATE	TIME	TOPICS
1	23 February 2021	15:00 – 16:00	<ul style="list-style-type: none"> Recent Legislation [Labour Relations Act; National Credit Act & Consumer Protection Act]
2	05 May 2021	16:00 – 17:00	<ul style="list-style-type: none"> Examination Preparation
3	05 August 2021	15:00 – 16:00	<ul style="list-style-type: none"> Creative Thinking & Problem Solving

BUSINESS STUDIES – GRADE 12: MAIN TOPICS & TOPICS				
	Business Environment	Business Ventures	Business Roles	Business Operation
1	Impact of Recent Legislation on business	Management and Leadership	Professionalism and Ethics	Human Resources Function
2	Devise Strategies	Investment: Securities	Creative Thinking & Problem Solving	Quality of Performance
3	Business Sectors and there Environments	Investment: Insurance	Concept of corporate social responsibility.	
4		Forms of Ownership and their impact on the business operation	Team Performance Assessment and Conflict Management	
5		Presentation of Information and Data Response	Human Rights, Inclusivity and Environmental issues	

SESSION 1

1.1 RECENT LEGISLATION: LABOUR RELATIONS ACT

C	O	L	L	E	C	T	I	V	E	A	G	R	E	E	M	E	N	T	E	M	R	H	A
U	R	Q	C	C	O	L	L	E	C	T	I	V	E	B	A	R	G	A	I	N	I	N	G
Y	T	B	D	M	K	M	V	L	R	D	Y	R	X	C	V	L	E	A	V	E	O	J	I
L	L	J	O	V	E	R	T	I	M	E	P	V	H	B	H	U	D	K	N	B	F	Y	K
R	O	T	A	L	U	G	E	R	T	I	D	E	R	C	L	A	N	O	I	T	A	N	B
X	J	C	B	S	T	C	A	Y	R	O	T	A	N	I	M	I	R	C	S	I	D	W	Y
Y	P	C	P	E	N	A	L	T	I	E	S	R	Q	O	P	W	L	O	D	V	L	A	I
Q	Y	M	T	C	A	N	O	I	T	C	E	T	O	R	P	R	E	M	U	S	N	O	C
W	J	A	K	R	O	W	F	O	S	R	U	O	H	E	N	Y	N	Z	P	U	L	P	C
N	V	J	P	A	P	C	I	U	Y	M	E	C	N	A	I	L	P	M	O	C	N	O	N
B	F	C	R	M	A	N	A	G	E	M	E	N	T	C	O	N	T	R	O	L	J	S	R
F	C	S	A	B	A	R	G	A	I	N	I	N	G	C	O	U	N	C	I	L	S	E	H
L	A	N	U	B	I	R	T	R	E	M	U	S	N	O	C	L	A	N	O	I	T	A	N
D	V	Z	T	C	A	T	N	E	M	P	O	L	E	V	E	D	S	L	L	I	K	S	B
G	S	F	X	F	B	C	E	A	A	I	R	B	Z	R	Z	S	B	E	Q	L	M	G	W
A	C	I	D	E	E	S	U	Q	C	H	J	L	B	R	D	J	S	C	S	W	K	W	E
D	G	V	A	G	V	G	Y	X	E	S	V	O	T	V	D	A	L	N	B	Q	M	G	B
I	N	V	P	I	L	L	A	R	S	R	G	X	F	G	T	M	O	A	F	Z	A	S	F
O	F	G	K	B	V	V	O	Q	L	E	V	C	M	E	H	G	D	I	E	K	F	Y	I
C	K	C	F	J	F	A	Z	G	F	N	Y	U	S	N	P	G	O	L	B	Y	G	T	A
H	J	M	J	I	H	D	O	B	L	W	T	Q	D	M	Y	J	T	P	W	B	N	V	C
B	D	S	I	D	P	F	S	X	P	O	Z	E	Q	Y	R	J	G	M	L	L	B	S	M
L	E	V	Y	T	C	A	S	N	O	I	T	A	L	E	R	R	U	O	B	A	L	E	P
N	A	T	I	O	N	A	L	C	R	E	D	I	T	A	C	T	Z	C	Z	M	M	M	E

Ownership	Management Control	CCMA
Bargaining Councils	Collective Agreement	Collective Bargaining
PDIs	levy	Pillars
SETAs	Non-compliance	Penalties
Discriminatory Acts	Compliance	Overtime
Leave	Hours of work	National Consumer Tribunal
National Credit Regulator	Consumer Protection Act	National Credit Act
BBBEE	COIDA	BCEA
Labour Relations Act	Skills Development Act	

1.1.1 PURPOSE OF THE LABOUR RELATIONS ACT [LRA]

	Statements / Facts	Concepts
1	Provides a ... for labour relations between employers and employees.	
2	Promotes collective ... at the workplace.	
3	Promotes ... forums to accommodate employees in decision making.	
4	Establishes ... Courts and ... Appeal Courts.	
5	Promotes simple procedures for the ... of trade unions and employer organisations	

1.1.2 IMPACT OF THE LRA

	Advantages	Concepts
1	Promotes a healthy ... between the employer and employees	
2	Protects the ... of businesses in labour related issues.	
3	Labour ... are settled quicker and are less expensive.	
4	Protect employers who embark on lawful ... when negotiations between parties fail	
	Disadvantages	Concepts
1	Productivity may decrease if employees are allowed to participate in the activities of ... during work time.	
2	Costs of labour increases because of legal ...	
3	Reduced global competitiveness due to lower ...	
4	Employers may not ... employees at will, as procedures have to be followed.	

1.1.3 INDICATE WHICH OF THE FOLLOWING STATEMENTS REFERS TO:

- 1.1.3.1 Discriminatory actions according to the LRA
- 1.1.3.2 Penalties for non-compliance with the LRA
- 1.1.3.3 Ways in which businesses can comply with the LRA

- The employer may be forced to enter a dispute resolution process.
- Allow/Support the establishment of workplace forums.
- Forcing employees to give up trade union membership.
- Employees should not be unfairly/illegally dismissed
- Disclose all relevant information required by trade union representatives to do their jobs effectively.
- Cancellation of employees' contracts by a new employer when a business is sold
- Businesses will be fined if they fail to comply with the agreements reached during the dispute resolution process.
- Unfair/Illegal dismissal of employees.
- Refusing the establishment of workplace forums.
- Businesses that fail to comply with this Act may risk financial costs e.g. legal/CCMA fees and fines.
- Preventing employees from joining trade unions.
- Businesses must allow employees to form trade unions/participate in union activities/legal strikes.
- Employers should not breach/ignore any collective agreement

Discriminatory actions according to the LRA	
1	
2	
3	
4	
5	
Penalties for non-compliance with the LRA	
1	
2	
3	
Ways in which businesses can comply with the LRA	
1	

2	
3	
4	
5	

1.2 RECENT LEGISLATION: NATIONAL CREDIT ACT

1.2.1 PURPOSE OF THE NATIONAL CREDIT ACT [NCA]

	Statements / Facts	Concepts
1	Promotes the ... and financial interest of consumers.	
2	Promote a fair but ... credit market.	
3	Ensure that ... know what is included in their credit contracts.	
4	Prevent ... and ensure credit is available to all consumers.	
5	Makes provision for the establishment of the... .	

1.2.2 Impact of the NCA

	Advantages	Concepts
1	Authorised credit ... may attract more customers.	
2	Lower ... resulting in better cash flow.	
3	Increases cash sales as credit can only be granted to ... customers	
4	Protects businesses against ... consumers.	
Disadvantages		
	Disadvantages	Concepts
1	Businesses can no longer carry out credit...	
2	Leads to loss of ... as many consumers may no longer qualify to buy on credit.	
3	The paperwork and administrative process required by the act are ... and time consuming.	
4	The business needs to appoint additional staff to deal with the extra ...	

1.2.3 INDICATE WHICH OF THE FOLLOWING STATEMENTS REFERS TO:

- 1.2.3.1 Discriminatory actions according to the NCA
- 1.2.3.2 Penalties for non-compliance with the NCA
- 1.2.3.3 Ways in which businesses can comply with the NCA

- Conduct affordability assessment to ensure the consumer has the ability to meet his/her obligation.
- Refusing credit to customers based on gender/race.
- Charging different interest rates to customers based on gender/race
- The business may not demand payment, sue or attach the client's/consumers salaries/assets.
- Conduct a credit check with a registered credit bureau and could also consult the National Credit Register.
- Verify the identity of clients, report suspicious transactions/train staff on their obligations in terms of FICA.
- Disclose all costs of loan/No hidden costs should be charged/added.
- Blacklisting customers without making efforts to recover the debt
- Credit providers must be registered with the National Credit Regulator.
- The court may declare the granting of credit by the business reckless and may order consumers not to repay the credit/or part thereof to the business.
- Businesses must submit an annual compliance report to the National Credit Regulator.

Discriminatory actions according to the NCA	
1	
2	
3	
Penalties for non-compliance with the NCA	
1	
2	
Ways in which businesses can comply with the NCA	
1	
2	
3	
4	
5	
6	

1.2.4 CONSUMER RIGHTS IN TERM OF THE NCA

	Statements / Facts	Concepts
1	Apply for credit and to be free from ...	
2	Obtain reasons for ... being refused	
3	Receive pre-agreement ... before concluding any credit transaction.	
4	Fair and responsible ...	
5	Choose which goods they will buy and ... such goods if they are not satisfied.	
6	Receive Information in plain and understandable ...	

1.3 RECENT LEGISLATION: CONSUMER PROTECTION ACT

The introduction of the Consumer Protection Act (CPA), 2008 (Act 68 of 2008) forced businesses to change the way they had been conducting business. This Act impacts on how businesses should treat consumers. Now businesses are seeking legal advice on the impact of this Act on their operations.

Give an in-depth analysis of the Consumer Protection Act by deliberating on the following aspects:

- Outline the purpose of the CPA.
- Discuss FOUR consumer rights, as specified in the CPA.
- Evaluate the impact of the CPA on businesses.
- Suggest practical ways in which a business could comply with this Act.

[40]

1.3.1 INTRODUCTION

•
•

1.3.2 PURPOSE OF THE CPA

•
•
•
•

1.3.3 CONSUMER RIGHTS

	Consumer Rights	Explanation
1		•
		•
		•
2		•
		•
		•
3		•
		•
		•
4		•
		•
		•

1.3.4 IMPACT OF CPA ON THE BUSINESSES

Advantages	Disadvantages
1.	1.
2.	2.
3.	3
4.	4.

1.3.5 PRACTICAL WAYS IN WHICH A BUSINESS COULD COMPLY WITH THIS ACT

•
•
•
•

1.3.6 CONCLUSION

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SESSION 2

EXAMINATION PREPARATION

The Business Studies Question Paper is split into **TWO** Question Papers:



- **Paper 1** – This Question Paper will assess the Main Topics: Business Environments & Business Operations
- **Paper 2** – This Question Paper will assess the Main topics: Business Ventures & Business Roles
- You must answer FOUR questions in each **QUESTION PAPER** selected from the following:

QUESTION PAPER 1				QUESTION PAPER 2			
Section	Q	Main Topics	Marks	Section	Q	Main Topics	Marks
A Compulsory	1	Bus Environments & Bus Operations	30	A Compulsory	1	Bus Ventures & Bus Roles	30
B Answer 2/3	2	Bus Environments	40	B Answer 2/3	2	Bus Ventures	40
	3	Bus Operations	40		3	Bus Roles	40
	4	Bus Environments & Bus Operations	40		4	Bus Ventures & Bus Roles	40
C Answer 1/2	5	Bus Environments	40	C Answer 1/2	5	Bus Ventures	40
	6	Bus Operations	40		6	Bus Roles	40
TOTAL MARKS: 150				TOTAL MARKS: 150			
TIME: 2 HOURS				TIME: 2 HOURS			

EXAMINATION TIPS:

SECTION A TYPE QUESTION : MULTIPLE CHOICE QUESTIONS

- Try to work out the answer without looking at the alternatives provided.
- Read through the statements and all the options.
- Underline the key words in the statements.
- Cross out the options that are definitely wrong.
- Read through the statements again and select the most appropriate answer from the remaining options.
- Write down your answer and move to the next question
- Go back to the questions you were not sure of.
- DO NOT leave any answer blank

<p><u>Tido</u> Manufacturers operate in the ... business sector as they <u>specialise</u> in the production of winter jackets.</p> <p>A. Primary B. Secondary C. Tertiary D. Formal</p> <div style="text-align: right; margin-top: 20px;"></div>	<p><u>Tido</u> Manufacturers operate in the ... business sector as they <u>specialise</u> in the production of winter jackets.</p> <p>A. Primary B. Secondary C. Tertiary D. Formal</p> <div style="text-align: right; margin-top: 20px;"></div>	<p><u>Tido</u> Manufacturers operate in the ... business sector as they <u>specialise</u> in the production of winter jackets.</p> <p>A. Primary B. Secondary ✓ C. Tertiary D. Formal</p>
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SECTION A TYPE QUESTIONS : CHOOSE THE CORRECT CONCEPT

- Read through the FIVE statements and all the concepts provided.
- Underline the key words in the statements.
- Look at the TEN concepts / terms given
- Looking for matching concepts or concepts related to similar content
- Match the related concepts.

Statements:

1	The portion of an insurance claim that Donald Traders must pay when the business lodges a claim is referred to as ...
2	Pablo bought shares at R 10 each from Caller Mobile two years ago. The shares are now worth R 20 each. The return on investment is called ...
3	The ... technique provides managers time to think about the question in silence before responding.
4	Lunga may lodge a ... if he disagrees with the resolution taken by senior management
5	Employing people from different backgrounds, is known as ...

Concepts :

discrimination ; nominal group ; dividends ; conflict ; subrogation ; excess ; capital gain ; empty chair ; inclusivity ; grievance

Match related concepts :		
Discrimination	Inclusivity	
Nominal Group	Empty Chair	
Dividends	Capital Gains	
Conflict	Grievance	
Subrogation	Excess	
1	The portion of an insurance claim that Donald Traders must pay when the business lodges a claim is referred to as ...	Subrogation / Excess
2	Pablo bought shares at R 10 each from Caller Mobile two years ago. The shares are now worth R 20 each. The return on investment is called ...	Dividends / Capital Gains
3	The ... technique provides managers time to think about the question in silence before responding.	Nominal Group / Empty Chair
4	Lunga may lodge a ... if he disagrees with the resolution taken by senior management	Conflict / Grievance
5	Employing people from different backgrounds, is known as ...	Discrimination / Inclusivity

SECTION C -TYPE QUESTION : ESSAYS

An essay **ALWAYS** consists of three parts:

- **Introduction;**
- **Body;** and
- **Conclusion**

ESSAY : MARK ALLOCATIONS

1	Introduction	2	1	Introduction	2
2	Body	28	2	Body	28-[32]
3	Conclusion	2	3	Conclusion	2
4	Layout	2	4	Layout	2
	Analysis	2		Analysis	2
	Synthesis	2		Synthesis	2
	Originality	2		Originality	2
	Total	40 Marks		Total	40 Marks

INTRODUCTION

- Start with the word **"Introduction"** as a heading
- Write an opening statement that links to the instructions of the essay question
- Give TWO meaningful facts to obtain maximum 2 marks [2 x 1 = 2]
- Do not repeat or use the words that are in the scenario / case study.

BODY

- Use information in the bullet points below the scenario as headings in the body
- Break up the information into logical parts, making use of heading and sub headings
- The maximum marks obtained for the body = 32 marks
- Don't repeat facts, get to the point
- Responses must be in bullet form and in full sentences
- Put your statements in contexts

CONCLUSION	LASO
<ul style="list-style-type: none"> Start with the word “conclusion” as a heading. Briefly summarise the main points and focus of the essay End your essay with a meaningful fact – not repeating what was said in the introduction or body Give at least one meaningful closing statement – [1 x 2 = 2] 	<ul style="list-style-type: none"> Write the words Introduction and Conclusion to obtain full marks for layout. Write sub-headings that appear in the question paper to obtain ONE mark for analysis. Ensure that you write as many correct facts as you can that amounts to at least 16 marks or more in the body to obtain another ONE mark for analysis. Write only responses relevant to the questions asked to obtain two marks for synthesis. Use at least TWO current examples to elaborate on facts to obtain two marks for originality.

Recent Legislation: Possible Introductions	
SDA; LRA; BCEA; EEA; COIDA; Employer / Employees	<ul style="list-style-type: none"> The ... Act was introduced to redress the economic imbalances of the past in the workplace ✓ The aim of the ... Act is to ensure that transformation takes place in the workplace. ✓
BBBEE; NCA; CPA Business/ Consumer	<ul style="list-style-type: none"> The ... Act was introduced to redress the economic imbalances of the past in the economy ✓ The aim of the ... Act is to ensure that transformation takes place in the economy ✓

Recent Legislation: Possible Conclusion	
<ul style="list-style-type: none"> Transformation within the workplace [in the economy] will ensure that the business complies with legislation that advances workers [consumer] rights ✓✓ 	

Developing Strategies: Possible Introductions	
Type of Strategies	<ul style="list-style-type: none"> A strategy is course of action that the business follows to achieve its purpose/ objectives. ✓ A business strategy must be evaluated in each stage of operation to measure performance ✓
Industrial Analysis Tools	<ul style="list-style-type: none"> Industry analysis is a market assessment tool used by businesses and analysts to understand the competitive dynamics of an industry ✓ Industry analysis is conducted by the business to identify the factors which are influencing the sector that they have invested ✓

Developing Strategies: Possible Conclusions	
Type of Strategies	<ul style="list-style-type: none"> Effective business strategies provide the business with a guideline to deal with challenges that may impact negatively on the sustainability of the business ✓✓

Industrial Analysis Tools [Porters Five Forces; SWOT; PESTLE]	<ul style="list-style-type: none"> By conducting a thorough industry analysis, the business gain insights about competitors / employees / economy ✓✓
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Professionalism & Ethics: Possible Introductions

- Businesses develop a Code of Ethics as a guide to make ethical decisions. ✓
- Many businesses have a Code of Conduct that outlines the expected behaviour for their employees. ✓

Professionalism & Ethics: Possible Conclusion

- A business code of ethics/conduct should improve relationships and eliminate unethical business practices. ✓✓

Team Performance & Conflict Management: Possible Introductions

- Teamwork refers to a number of people working together effectively in order to reach a common goal. ✓
- Each team member should contribute towards the success of the team. ✓

Team Performance & Conflict Management: Possible Conclusion

- Conflict cannot always be avoided; therefore, people need to learn how to manage conflict within a team in order to work in harmony. ✓✓

MARKING PRINCIPLES

- Please note that when you respond to questions in Section B and C of the Question Paper it's important that you consider the **action verb** in the questions.
- Questions are assessed differently, based on the **action verb** used in the questions. The following principles are applied fo

- One Mark ✓
- Spilt Marking ✓ + ✓
- Full marks ✓✓

ONE MARK AWARDED	
One mark at end of phrase / statement / fact ✓	
Action verbs: Give; Identify; List; Mention; Name; State	
Example: List FOUR stages of team development	(4)
<ul style="list-style-type: none"> • Forming ✓ • Storming ✓ • Norming ✓ • Performing ✓ 	

FULL MARKS AWARDED	
Two marks at end of statement ✓✓	
Action verbs: Classify; Name; Suggest; Advise; Propose; Define; Motivate Support; Outline; Recommend; State	
Example: Recommend strategies that could be used to deal with unemployment	(10)
Suggested answer: <ul style="list-style-type: none"> • Provide skills development programmes through learnerships. ✓✓ • Offer bursaries to the community to improve the level of education. ✓✓ • Create jobs for members of the community. ✓✓ • Provide entrepreneurial programmes that can promote self-employment. ✓✓ • Support existing small businesses to create more employment opportunities. ✓✓ 	

SPLIT MARKING	
One mark is awarded for the fact ✓ and one additional mark for the explanation or justification of the fact ✓	
Action verbs: Describe; Explain; Distinguish; Discuss; Analyse; Elaborate; Impact; Evaluate; Differentiate; Compare; Tabulate; Justify	
Examples: Explain how a business could contribute time and effort in improving the well-being of the community	(12)

Suggested answer:

- Business should improve the general quality of life of their community ✓ **[How?]** by investing in education ✓
- Ensure that the product they supply do not harm ✓ **[What?]** the environment. ✓
- Refrain from engaging in harmful practices ✓ **[How?]** by not selling illegal substances ✓
- Make ethically correct business decisions ✓ **[Why?]** so that consumers are not misled by unfair advertising ✓
- Donate money to a community project ✓ **[Why?]** to uplift the community ✓
- Provide recreational facilities ✓ **[why?]** to promote healthy activities. ✓

CONSOLIDATION ACTIVITY**BUSINESS ENVIRONMENTS**

- 1.1 Name FOUR types of leave that is contained in the Basic Conditions of Employment Act (BCEA) (4)
- 1.2 Identify the consumer right illustrated in EACH of the statements below:
- 1.2.1 Business may not charge different prices for the same goods/services
- 1.2.2 Consumers have the right to demand quality services and goods
- 1.2.3 Suppliers may not give misleading/false information about the goods/services (3 x 2) (6)
- 1.3 Explain the advantages of intensive strategies. (8)

BUSINESS OPERATIONS

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

FAST SHUTTLE SERVICES (FSS)

FSS employs ten drivers who shuttle passengers from the airport to their different guesthouses or hotels in the city. The company offers each of these drivers a cellphone allowance and free of charge company transport to take them home after work.

- 2.1.1 Name TWO examples of fringe benefits from the scenario above. (2)
- 2.1.2 Evaluate the impact of fringe benefits on the business. (8)

- 2.2 Outline the benefits of a good quality management system. (6)
- 2.3 Advise a business on the selection procedure as an activity of human resources. (6)

BUSINESS VENTURES

- 3.1 List FOUR examples of non-verbal presentations. (4)
- 3.2 Outline the functions of the Johannesburg Securities Exchange Ltd (JSE). (8)
- 3.3 Explain how the following factors can contribute to the success and/or failure of a Public Company (Ltd):
 - 3.3.1 Capacity (4)
 - 3.3.2 Tax implications (4)

BUSINESS ROLES

- 4.1 State FIVE steps in problem-solving. (5)
- 4.2 Explain the relationship between social responsibility and the triple bottom line. (9)
- 4.3 Read the scenario below and answer the questions that follow.

KT EXPRESS (KTE)

The manager at KT EXPRESS never shows appreciation when employees put in extra hours. He just keeps on adding more work for them to complete in an impossible time frame which leads to a lot of conflict.

Identify TWO causes of conflict that apply to KT Express. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 4.3.

CAUSES OF CONFLICT	MOTIVATION
4.3.1	
4.3.2	

(6)

SESSION 3

CREATIVE THINKING & PROBLEM SOLVING

R	B	Y	S	E	D	U	T	I	T	T	A	E	V	I	T	I	S	O	P	S	E	W	G
M	E	E	Y	R	Y	F	I	T	N	E	D	I	A	F	Z	T	U	M	G	U	W	P	Y
F	N	U	V	R	U	U	A	D	V	A	N	T	A	G	E	S	O	S	Q	C	Y	R	I
P	N	E	Q	A	T	T	N	E	M	E	L	P	M	I	Q	K	C	I	G	O	T	X	F
G	R	O	W	I	L	E	E	C	Y	W	S	A	D	Y	G	V	N	N	N	M	I	Y	O
A	N	O	M	I	N	U	C	E	T	A	R	E	N	E	G	H	U	N	I	P	V	U	R
L	T	I	B	I	D	H	A	H	R	Z	W	L	N	M	C	C	N	O	V	E	I	N	C
T	F	G	M	L	N	E	C	T	N	A	C	L	J	E	K	E	O	V	L	T	T	C	E
E	N	O	S	R	E	A	A	E	E	I	D	L	T	Z	F	V	I	A	O	I	C	O	F
R	U	W	R	T	O	M	L	S	T	L	Q	I	M	J	M	I	T	T	S	T	U	N	I
N	N	M	D	C	N	T	S	G	A	R	H	U	Q	G	M	T	A	I	M	I	D	V	E
A	A	Y	I	Q	E	L	S	O	R	P	I	A	E	E	U	A	V	V	E	V	O	E	L
T	I	C	S	E	Q	D	U	N	L	O	J	A	T	S	Z	E	I	E	L	E	R	N	D
I	R	A	A	P	W	T	C	E	I	V	U	I	H	F	O	R	T	I	B	A	P	T	A
V	A	T	D	N	X	G	D	O	P	A	I	P	S	C	R	C	O	D	O	D	C	I	N
E	T	Y	V	T	V	U	E	W	M	G	R	N	T	R	Y	Y	M	E	R	V	H	O	A
S	I	R	A	I	W	M	K	F	L	B	Y	B	G	E	T	T	X	A	P	A	O	N	L
O	R	Q	N	Z	N	I	G	X	L	O	I	P	Q	S	C	E	P	S	C	N	O	A	Y
L	O	D	T	H	K	N	P	C	A	V	F	N	W	L	T	H	S	M	H	T	S	L	S
U	H	E	A	J	Q	D	G	Y	T	H	J	Q	A	V	P	E	N	P	E	A	E	I	I
T	T	F	G	R	U	M	W	W	C	D	N	C	N	T	C	Y	P	I	T	G	X	D	S
I	U	I	E	Y	R	A	M	O	N	I	T	O	R	V	I	C	P	S	Q	E	Y	E	I
O	A	N	S	N	Y	P	L	Q	Y	U	F	I	B	Y	B	O	D	G	D	U	Q	A	I
N	E	E	C	R	E	A	T	I	V	E	T	H	I	N	K	I	N	G	R	B	E	S	N

Forced Combination	Nominal Group technique	Empty Chair technique
Force Field Analysis	Delphi Technique	Mind-map
Brainstorming	Motivation	Positive attitudes
Productivity	Competitive Advantage	Unconventional ideas
Authoritarian	Evaluate	Monitor
Implement	Choose	Alternative Solution
Define	Identify	Problem Solving Steps
Disadvantages	Advantages	Techniques
Problem Solving	Generate	Creative
New Ideas	Innovative Ideas	Creative Thinking

DIFFERENCES BETWEEN PROBLEM SOLVING AND DECISION MAKING

DECISION MAKING	PROBLEM SOLVING
<ul style="list-style-type: none"> It is often done by one person/a member of senior management who makes it authoritarian. 	<ul style="list-style-type: none"> Problems can be solved by a group/ team or an individual team member.
<ul style="list-style-type: none"> Various alternatives are considered before deciding on the best one. 	<ul style="list-style-type: none"> Alternative solutions are generated/ identified and critically evaluated.
<ul style="list-style-type: none"> It is part of the problem-solving cycle as decisions need to be taken in each step. 	<ul style="list-style-type: none"> Process of analysing a situation to identify strategies to bring about change.

	Arrange the following problem-solving steps in the correct order	Answers (Correct number only)
1	Develop an action plan.	
2	Monitor the implementation of the solution/action plan.	
3	Identify the problem.	
4	Select the most appropriate alternative.	
5	Identify possible solutions to the problem	
6	Evaluate the implemented solution	
7	Define the problem.	
8	Implement the suggested solution/action plan	

	Recommend ways businesses can create an environment that promotes creative thinking in the workplace.	Answers
1	Emphasise the importance of ... thinking to ensure that all staff know that management want to hear their ideas.	
2	Encourage staff to come up with new ...	
3	Train staff in ... techniques/creative problem solving skills/mind-mapping/ lateral thinking.	
4	Encourage job ... within the organisation/studying how other businesses are doing things.	
5	Encourage ... ways of working/doing things.	
6	Respond ... to all ideas and never let anyone feel less important.	

Explain/Advise businesses on how they can **apply the Delphi problem-solving techniques** to solve complex business problems

	Statements	Answer
1	Businesses must invite a panel of ... to research the complaints from customers.	
2	Experts do not have to be in one ... and will be contacted individually.	
3	Design a ... consisting of questions on how to improve the quality of their products and distribute it to the panel members/experts.	
4	Request the panel to ... respond to the questionnaire/suggest improvements to the products and return it to the business	
5	Summarise the ... from the experts in a feedback report.	
6	Send the ... report and a second set of questions/questionnaire based on the feedback report to the panel members.	

Explain/Advise businesses on how they can **apply the Force-Field Analysis technique** to solve complex business problems

	Statements	Answer
1	Describe the ... situation/problem and the desired situation.	
2	List all driving/pros and ... forces that will support and resist change.	
3	Allocate a ... to each force using a numerical scale, where 1 is weak and 5 is strong.	
4	Weigh up the positives and negatives then decide if the project is ...	
5	Choose the force with the ... score as the solution.	

Explain the benefits/advantages of **creative thinking** in the workplace.

1	
2	
3	
4	
5	
6	

IMPACT OF DELPHI TECHNIQUE

	Advantages	Concepts
1	Businesses may use a group of ...without bringing them together.	
2	The experts will give the business clear ... on how to improve on productivity	
3	Experts may give honest ... as they do not have a direct interest in the business.	
4	Information received from experts can be used to ... complex business problems	
	Disadvantages	Concepts
1	It is an ... technique to use due to high administrative costs.	
2	May be ... consuming to analyse data received from experts.	
3	Not all experts are willing to give ... on questionnaires.	
4	Some experts might not have an in-depth ... of certain topics.	

CONSOLIDATION ACTIVITY

1. READ THE SCENARIO BELOW AND ANSWER THE QUESTIONS THAT FOLLOW.

JACOB CONSTRUCTIONS (JC)

The management of Jacob Constructions wants to change the structure of their business. They asked employees to evaluate the advantages and disadvantages of the proposed change. Employees were encouraged to apply creative thinking skills when discussing the change.

1.1 Identify the problem-solving technique applied by JC. Motivate your answer by quoting from the scenario above. (3)

1.2 Explain the advantages of creative thinking in the workplace. (4)

2. ESSAY : CREATIVE THINKING & PROBLEM SOLVING**MOJO PAINTS**

The management of Mojo Paints wants to improve the quality of their paints because of various complaints from their customers. They have requested employees to generate new, creative ideas on how to improve their products to satisfy customers' needs.

Refer to the scenario above and write an essay in which you include the following aspects:

- Distinguish between *decision making* and *problem solving*.
- Explain how Mojo Paints may apply the Delphi and nominal-group techniques to solve their business problem.
- Discuss the advantages of creative thinking.
- Recommend practical ways in which Mojo Paints may create an environment that stimulates creative thinking.

[40]**REFERENCES :**

1. 2021 Gr 12 Business Studies Core Notes
2. 2020 Gr 12 Business Studies Trial Examination – Free State Education Department
3. 2016 DBE NSC Final Examination Business Studies