

QUESTION 1

[50]

1.1 PESTLE ANALYSIS (LO 1)

(30)

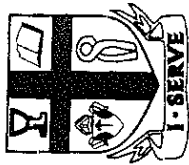
LOWER ORDER THINKING GRID - CONTENT & FORMAT (9 marks)

CRITERIA	0	1	2	3	4	MARKS
Format of report	Not meeting correct / acceptable standard.	Correct / acceptable format.				
Terminology	Business terminology not used.	Isolated use of business terminology.	Good use of business terminology.			
Expanding acronym (Political, Economic, Social, Technological, Legal, Economic)	All incorrect	1 - 2 correct	3 - 4 correct	5 correct	All 6 correct	
SUB-TOTAL						/9

HIGHER ORDER THINKING GRID - (21 marks)

CRITERIA	0	1	2	3	WEIGHT	MARKS
Application to context	No application to the case study.	Superficial reference to the case study or examples not related to the case study.	Most of the examples relate to the case study and are adequately applied.	All examples are relevant to the case study and fully integrated into the response showing understanding of the issues at hand.	X 4	
Substantiation (justification for statements made)	No attempt at justification.	Attempt at substantiation but incomplete or incoherent.	The majority of the statements OR main themes thoroughly explored.	All statements are thoroughly substantiated showing breadth and depth of understanding. The main themes are thoroughly explored.		
Creative Problem Solving	No understanding of the problems.	Correct identification of the problems, but irrelevant solution.	Good understanding of the problem, with a viable solution discussed in some detail.	Superb insight into the crux of the problem, and pertinent solutions offered which are fully discussed.		
Synthesis	Isolated facts with no cohesion and no conclusion.	Attempt at arguments but loss of focus leading to waffling facts and form a logical conclusion.	Arguments are logically presented leading to a legitimate conclusion but with minor loss of focus.	Arguments logically presented in a cohesive manner where threads are clearly drawn together leading to a legitimate conclusion.		
SUB-TOTAL						/21

ST DUNSTAN'S COLLEGE
PRELIMINARY EXAMINATION 2008



GRADE 12 BUSINESS STUDIES - PAPER 2

MARKING GUIDELINES

- LEARNING OUTCOME 1 – BUSINESS ENVIRONMENTS
- LEARNING OUTCOME 2 – BUSINESS VENTURES
- LEARNING OUTCOME 3 – BUSINESS ROLES
- LEARNING OUTCOME 4 – BUSINESS OPERATIONS

Example of application to context (any relevant answer will be acceptable):

- Political
 - Concerns about binge drinking and anti-social behaviour.
 - Government increases tax on alcohol.
- Economic
 - Poor economic environment decreases amount of available cash to spend on alcohol.
- Social
 - Drinking seen as acceptable social behaviour.
 - Increase in underage drinking.
 - Decline of health of consumers.
 - Cultural change.
- Technological
 - Responsibly promoting SAB brands to those consumers through packaging and bottling.
- Legal
 - Liquor Act 59 of 2003 came into effect on 13 August 2004.
 - The Act provides for the manufacturing and distribution of liquor to be regulated at a national level.
- Environmental
 - Corporate social responsibility.
 - Environmentally friendly packaging – promote recycling.

1.2 TRAINING METHODS (LO 4)

(20)

CRITERIA	0	1	2	3	4	MARKS
Format of flow chart	Not meeting correct / acceptable standard.	Correct / acceptable format.				

Content:

- (Any 5 to be discussed)
- Marks: 1 x naming method (Level 1)
- 2 x discussing method (Level 1)
- 1 x example (Level 3)
- On-the-job training** – training while employee performs their regular job, e.g. admin clerk.
- Off-the-job-training** – the employee is trained outside of the business, e.g. at technician or university.
- Apprenticeships** – involves teaching a group of skills, which when combined, give the employee a trade, e.g. mechanic.
- Internship** – combination of education and on-the-job training. However, education is first completed, e.g. accountant.
- Learnerships** – a student is given the opportunity to work within the business whilst studying.
- Workshops** – these promote interaction with other employees and are used to update skills or knowledge.
- Job rotation / multi-skilling** – the employee moves from one job to another in order to gain experience in different fields.
- Mentorship / buddy system** – employees work together (or under a supervisor) to share skills/knowledge with each other.
- Self study** – the employee takes the initiative and teaches himself.

QUESTION 2

1501

2.1 PROBLEM SOLVING (LO 3)

(30)

CRITERIA	0	1	2	3	4	MARKS
Format of report	Not meeting correct / acceptable standard.	Partially correct format, looks like an essay. Not addressed, signed, etc.	Correct business format, all requirements met, addressed, signed, etc.			
2.1.2 Content – problem solving techniques						
2.1.3 Content – problem solving techniques	Not done / no correct steps identified.	Only 1 – 2 steps identified, not necessarily in correct order.	Only 3 – 4 steps identified, not necessarily in correct order.	Only 5 – 6 steps identified, but not in correct order.	At least 6 steps identified and in order.	/ 12
SUB-TOTAL						/18

2.1.2 Problem solving techniques (Any 4 x 3)

- DRIVE
 - o Used for complex problems.
 - o The real problem needs to be identified first before solutions can be devised, and this is what the drive technique aims to do.
- Pro's & Con's
 - o In order to problem solve, options are weighed up using detailed information.
- Drill Down
 - o Drill Down is a simple technique for breaking complex problems down into progressively smaller parts.
- Value analysis
 - o Value Analysis is a useful way of thinking through the ways in which you deliver value to your customers, and reviewing all of the things you can do to maximize that value.
- Scenario analysis
 - o Scenario analysis is a process of analyzing possible future events by considering alternative possible outcomes (scenarios).
- Flow charts
 - o Flow charts are simple diagrams that map out a process so that it can easily be communicated to other people.
- SWOT
 - o SWOT Analysis is a powerful technique for understanding Strengths and Weaknesses, and for looking at the Opportunities and Threats faced.
- Delphi
 - o A strategy in which a group of people answer a well-designed questionnaire.
- Nominal group
 - o Brainstorm problems that need to be resolved, specify each problem clearly in a way that everyone in the group understands and agrees on, assign a letter or number to each problem, vote on the problem that they believe to be the most urgent, count the votes.
- Force field analysis
 - o A method of listing, discussing and evaluating the various forces for and against a proposed change.

2.1.3 Steps to problem solving

- Step 1 Identify the problem clearly
- Step 2 Establish the desired outcome
- Step 3 Analyse the problem to find its cause
- Step 4 Brainstorm some alternative solutions, usually by thinking creatively
- Step 5 Evaluate the alternatives and select the most suitable to solve the problem
- Step 6 Implement the decision
- Step 7 Follow up and evaluate the results

HIGHER ORDER THINKING GRID - (12 marks)

CRITERIA	0	1	2	3	WEIGHT	MARKS
2.1.1 Analyse business problems	No application to the case study.	1 - 2 relevant problems identified.	3 - 4 relevant problems identified.	5 or more relevant problems identified.	X 2	
(See suggestions below)						
2.1.4 Substantiation of technique chosen for solution.	No attempt at justification.	Attempt at substantiation but incomplete or incoherent.	The majority of the statements OR main themes thoroughly explored.	All statements are thoroughly substantiated showing breadth and dept of understanding. The main themes are thoroughly explored.	X 2	
	SUB-TOTAL					/18

2.1.1 Analyse business problems (possible content)

- New employees not properly trained.
- New products offered are not appealing to consumers (market research not done effectively).
- Inadequate marketing.
- New competitor who have entered the market.
- Any other relevant answer.

2.2 FORMS OF OWNERSHIP (LO 2)

HIGHER ORDER THINKING GRID - (8 marks)

CRITERIA	0	1	2	WEIGHT	MARKS	
Analysis of correct form of ownership "CC"	Incorrect form identified.		Correct form identified from information in case study.	X 2		
Application of content to context	No application to the case study.	Some reference related to the case study at times.	All examples are relevant to the case study and fully integrated into the response showing understanding of the issues at hand.	X 2		
	SUB-TOTAL					/8

LOWER ORDER THINKING GRID - CONTENT & FORMAT (12 marks)

CRITERIA	0	1	2	3	4	MARKS
Content	1 - 2 facts correctly mentioned.	3 - 6 facts correctly mentioned.	7 - 9 correctly mentioned.	10 - 11 facts correctly mentioned.	12 or more facts correctly mentioned.	X 3
	SUB-TOTAL					/12

Suggested content:

ADVANTAGES OF CLOSE CORPORATIONS

- The formation of a close corporation is relatively easy and inexpensive.
- As a close corporation has its own legal personality separate from its members, if the business is sued, the members are separate.
- The members hold limited liability in respect of debt, meaning that they cannot be held responsible for the debts of the close corporation. (There are some exceptional instances where unlimited liability does not apply.)
- A close corporation has unlimited continuity and is not dependent on members remaining the same.
- The members are not taxed on profits that are distributed.
- The members are both owners and managers. Their self-interest ensures that the close corporation is a success.
- A close corporation is not required to hold statutory meetings.
- The financial statements of a close corporation need not be audited.
- The interest (profit percentage) of the members is not necessary in proportion to their contribution.
- The decision-making process is flexible as no special resolutions or formal agreements are necessary when making decisions.

DISADVANTAGES OF A CLOSE CORPORATION

- The capital is limited to what a maximum of 10 members can contribute.
- In certain circumstances, the members may be held liable for the debts of the close corporation.
- The transferability of ownership is limited. If a member wishes to sell his share of the close corporation, he must obtain permission from the other members first.
- A close corporation may not be sold to a company. The close corporation would first have to be converted into a company and this can be complicated.
- Banks may require that the close corporations financial statements be audited when applying for a loan. (Auditing is not a statutory requirement for close corporations.)