

BUSINESS STUDIES

BUSINESS ROLES



GRADE 10 CORE NOTES (2020)



**Western Cape
Government**

The meaning/definition of SOCIAL RESPONSIBILITY

- An ethical view point that says every individual/organization has an obligation to benefit society as a whole.
- The responsibility of every citizen individual/organization to contribute towards the well-being of the community and the environment in which they live.

CORPORATE SOCIAL RESPONSIBILITY/CSR

MEANING of CSR

- The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the local community and society at large.
- Corporate Social Responsibility/CSR is the way a business conducts its operations ethically and morally, regarding the use of human, physical and financial resources.
- Corporate Social Responsibility is an obligation required by law and benefits both business and society.

Recommend / Suggest initiatives / strategies BUSINESSES can take to address socio-economic issues.

Initiatives/STRATEGIES to deal with HIV/AIDS

- Train counsellors to provide counselling to infected and affected employees.
- Develop counselling programmes for infected and affected employees.
- Conduct workshops on HIV/Aids programmes or campaigns.
- Roll out anti-retroviral (ARV) treatment programmes for the infected employees.
- Encourage employees to join HIV/Aids support groups.
- Develop strategies to deal with stigma and discrimination.
- Participate in the HIV/Aids prevention programmes implemented in the community.
- Support community based organisation's HIV/Aids initiatives.

Initiatives/STRATEGIES to deal with UNEMPLOYMENT

- 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.

Initiatives/STRATEGIES to deal with POVERTY

- Invest in a young starting SME that can be a business competitor, buyer or supplier.
- Attract the best employees by being socially responsible and offering the best volunteering programs.
- Support poverty alleviation programmes that are offered by the government.
- Donate money or food parcels to local NGO's.

TOPIC 2: CREATIVE THINKING AND PROBLEM SOLVING

Explain the meaning of CREATIVE THINKING.

The ability to think of original, varied new ideas or new approaches

Discuss/Describe/Explain the ADVANTAGES/BENEFITS of creative thinking in the workplace.

- Better ideas are generated.
- Improves motivation amongst staff members.
- May give the business a competitive advantage if unique strategies are implemented.
- Complex business problems may be solved.
- Creativity may lead to new inventions which improves the general standard of living.
- Productivity increases as management or employees may quickly generate multiple ideas which utilises time and money more effectively.
- Managers and employees have more confidence as they can live up to their full potential.
- Managers will be better leaders as they will be able to manage change(s) positively and creatively.
- Managers and employees can develop a completely new outlook, which may be applied to any task(s) they may do.
- Leads to more positive attitudes as managers and employees feel that they have contributed towards problem solving.
- Managers and Employees have a feeling of great accomplishment and they will not resist the process once they contributed towards the success of the business.
- Management and employees may keep up with fast changing technology.
- Stimulates initiative from employees and managers, as they are continuously pushed out of their comfort zone.

Explain how businesses can use creative thinking to GENERATE ENTREPRENEURIAL OPPORTUNITIES, e.g. designing environments that stimulate creative thinking.

- Encourage staff to come up with new ideas/opinions/solutions.
- Encourage alternative ways of working/doing things.
- Respond enthusiastically to all ideas and never let anyone feel less important.
- Make time for brainstorming sessions to generate new ideas, e.g. regular workshops
- Place suggestion boxes around the workplace and keep communication channels open for new ideas.
- Train staff in innovative techniques, creative problem-solving skills, mind-mapping and lateral thinking.
- Emphasise the importance of creative thinking to ensure that all staff know that management want to hear their ideas.
- Encourage job swops within the organisation and studying how other businesses are doing things.

Discuss how businesses can use creative thinking to SOLVE BUSINESS PROBLEMS.

- Products and services can be marketed creatively.
- Managers can come up with creative strategies for the business.
- Managers can motivate and manage staff creatively.
- Employees can come up with creative solutions to all kinds of problems.
- Creative public relations strategies can be designed and implemented.
- New products or services can be designed to meet changing needs.
- Existing products can be adapted creatively to meet changing preferences and demands.

RESEARCH SKILLS to assist with problem solving

- To be able to solve any problem, it is important that your research skills are used to find the facts that you need to understand the problem.
- Research skills include knowing:
 - What information you need
 - Where to find that information
 - How to choose relevant information
- Research involves:
 - Speaking to someone who has experience in the area that is a problem for you
 - Going to the library and finding books, magazines or newspaper articles on the topic
 - Looking for information on the internet

STEPS in research for problem solving

- The following FIVE steps are involved in research for problem solving:
 - Be very clear on what you are researching
 - Looking for different sources of information
 - Analyse the information
 - Reflect on the usefulness of the research
 - Consider the useful elements of the research

Elaborate on the MEANING of PROBLEM SOLVING.

- Gathering facts that include problem findings and problem shaping.

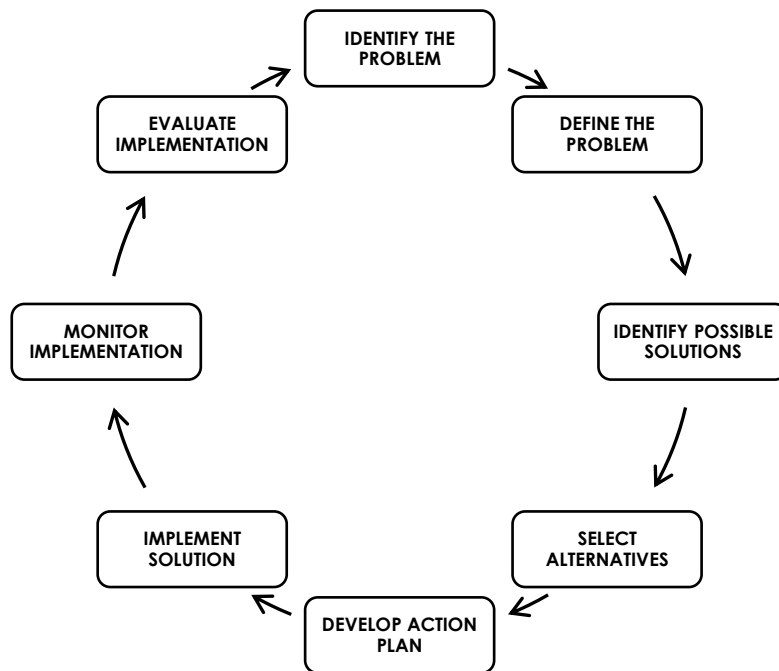
Explain the DIFFERENCES between DECISION MAKING and PROBLEM SOLVING.

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.

Outline/Mention/Discuss/Explain/Discuss the PROBLEM-SOLVING CYCLE.

PROBLEM SOLVING STEPS

1. Identify the problem.
2. Define the problem.
3. Identify possible solutions to the problem.
4. Select the most appropriate alternative.
5. Develop an action plan.
6. Implement the suggested solution/action plan.
7. Monitor the implementation of the solution/action plan.
8. Evaluate the implemented solution.



Outline/Mention/Discuss/Explain/Discuss the PROBLEM SOLVING CYCLE

1. Identify the problem

- Identify the exact problem.
- Acknowledge that there is a problem.

2. Define the problem

- The nature of the problem must be precise.
- Define the possible causes of the problem.
- Gather as much information as possible to establish the cause of the problem.

3. Identify alternative solutions

- Identify all different possible solutions.
- Decide on the cause.

4. Evaluate alternative solutions

- Use critical evaluation and analytical skills to evaluate each solution.
- Consider the advantages and disadvantages of each alternative solution.

5. Choose the best solution

- Set criteria for the best solution, in terms of aspects such as time/cost/risk involved.
- Identify which solution will be used.
- The best solution should match the size and the resources of the business.
- If the solution is not appropriate, the business should go back to defining the problem.

6. Formulate/Develop an action plan/strategy

- Arrange the necessary resources and delegate tasks.
- Establish a time line for implementation and set deadlines.

7. Implement the action plan

- Carry out the planned actions/solution.
- Communicate delegated tasks/deadlines to employees.

8. Evaluate the solution/action plan

- Assess whether the problem has been solved partially or entirely.
- Monitor/test the solution/action plan/strategy continuously.
- If problems emerge, they must recognise and re-formulate the problem for improved solutions in the future.

Explain/Discuss/Describe how businesses can apply the PROBLEM SOLVING TECHNIQUES to solve business problems.

DELPHI TECHNIQUE

- Businesses must invite a panel of experts to research the complaints from customers.
- Experts do not have to be in one place and will be contacted individually.
- Design a questionnaire and distribute it to the panel members/experts.
- Request the panel to individually respond to the questionnaire and return it to the business
- Summarise the responses from the experts in a feedback report.
- Send the feedback report and a second set of questions based on the feedback report to the panel members.
- Request panel members to provide further input after they have studied the results
- Prepare a final summary report
- The business should choose the best solution after reaching consensus.

FORCE-FIELD ANALYSIS TECHNIQUE

- Describe the current situation and the desired situation.
- List all driving/pros and restraining/cons forces that will support and resist change.
- Allocate a score to each force using a numerical scale, where 1 is weak and 5 is strong.
- Weigh up the positives and negatives then decide if the project is viable.
- Choose the force with the highest score as the solution.
- If the project is viable, find ways to increase the forces for change.
- Identify priorities and develop an action plan.

BRAINSTORMING TECHNIQUE

- Define the business problem clearly, so that all participants understand the problem.
- Members state possible causes of the business problems.
- Set a time limit for each brainstorming session.
- Record/Write ideas down, where all participants can see it.
- Ideas may also be shared online during an E-brainstorming session.
- Use each suggestion, to inspire new ideas.
- Do not criticise the ideas, so that many ideas could be generated as quickly as possible.
- All members of the group randomly make suggestions.
- The group rates ideas according to its usefulness and cost to implement.
- The group evaluates all ideas, and combines similar ones to draw up a refined list.
- Discuss a plan of action on how to implement the best ideas.

NOMINAL-GROUP TECHNIQUE

- Encourage group to clearly define the problem so that all the small groups can work on the same problem.
- The business must divide the employees into smaller groups.
- Request each employee to silently brainstorm many ideas on his/her own, and to write it down.
- Each employee in the small group can share one of his/her ideas with a short explanation.
- Appoint one employee to write the ideas on a large sheet of paper or capture ideas electronically on computer for all to see.
- Allow each employee to give a second idea until all possible ideas have been recorded.
- Encourage employees to ask clarity seeking questions.
- Discourage criticism of ideas as this may prevent others from giving their solutions.
- The business must eliminate ideas that are duplicated.
- Each employee must read through all the suggestions and anonymously rate them giving the highest points for the best solution.
- Collect the ratings and calculate total points.
- Small groups must present one idea to the large group that was deemed best according to the scores in their small groups.

SCAMPER

S	SUBSTITUTE	<ul style="list-style-type: none">• Substitute some parts of the parts of the product with something else.• Replace part of the problem with something new.
C	COMBINE	<ul style="list-style-type: none">• Arrange parts of a problem in a creative way to cancel out the problem.
A	ADAPT	<ul style="list-style-type: none">• Look at existing solutions and adapt them to solve the current situation.• Look at the new trend for products and adapt the old product to attract more customers.
M	MODIFY / MAGNIFY	<ul style="list-style-type: none">• Exaggerate the problem and see if there is a part of it that can be adjusted to solve the whole problem.• Put some new parts into the product to attract more customers.
P	PUT TO OTHER USES	<ul style="list-style-type: none">• Make alterations to use it for other purposes.
E	ELIMINATE	<ul style="list-style-type: none">• Get rid of some parts of the problem or reduce them.
R	REVERSE / REARRANGE	<ul style="list-style-type: none">• Push the idea around and rearrange in order to think of it differently.

MIND MAPS

- Decide on the central problem/topic and find a word/picture that captures it.
- Break down the central theme into main ideas/points.
- Break the ideas down further into sub-points.
- Use colour and shapes to help sort ideas logically.

FORCED COMBINATIONS

- Give employees a list of random words, pictures or objects.
- Employees should then create connections between the problem at hand and their item.
- Employees should answer questions like “how could this item solve our problem”?

EMPTY CHAIR

- Speak to an empty chair and imagine another person sitting.
- Make decisions on your own.
- Limited creativity since only one person's view is really applied.

Ways in which a business can CREATE AN ENVIRONMENT that **STIMULATE and promote **CREATIVE THINKING****

- Emphasise the importance of creative thinking and ensure that all staff know that management want to hear their ideas.
- Encourage staff to come up with new ideas.
- Make time for brainstorming sessions to generate new ideas, e.g. regular workshops
- Place suggestion boxes around the workplace and keep communication channels open for new ideas.
- Train staff in innovative techniques, creative problem-solving skills, mind-mapping and lateral thinking.
- Encourage job swops within the organisation and other businesses
- Encourage alternative ways of working
- Respond enthusiastically to all ideas and never let anyone feel less important.

Recap the **MEANING of a BUSINESS OPPORTUNITY**

A business opportunity, is a business investment that allows the buyer to begin a business.

The use of NON-CONVENTIONAL THINKING to identify innovative business opportunities

- Methods of thinking that is different from traditional methods must be used
- Business problems are varied in nature
- Finding a solution to each problem can be very challenging
- Solutions must be creative and uniquely suited to the type of problem

Recommend/Suggest ways in which creative business opportunities can realistically be implemented.

- Define clear objectives
- Break objectives down into tasks
- Allocating time
- Monitoring each task's progress and the completion percentage.
- When delays do occur, try to get to the root of the problem.

Use of INDIGENOUS KNOWLEDGE to solve problems

- Knowledge of the history, culture and traditions of the market is essential
- Indigenous knowledge refers to the knowledge and skills that people in a particular area possess, that enables them to get the most out of the environment
- South Africa have a wealth of traditional knowledge that can be used when searching for business opportunities or ways to solve problems
- The value of traditional wisdom, experience and culture must not be under-estimated
- Before a business can identify a business opportunity, it must understand its market

Define the MEANING of TIME MANAGEMENT

Time management is the ability to manage your time effectively, so that you use the number of hours available in the day to work towards the goals that you feel are most important.

Explain/Describe/Discuss the IMPORTANCE OF SETTING GOALS.

- To achieve balance and direction in your life, you need to set goals.
- To improve self-confidence

Recommend/Suggest ways in which people can live a successful and balanced life style.

A balanced life is one where you do not become so engrossed by one of your roles, that you neglect other important roles.

Explain the IMPORTANCE OF A PROFESSIONAL IMAGE.

It is important to work on developing your professional image because:

- The image you present and the way you communicate, create an impression on others.
- Most people want to be seen as capable, committed, trustworthy and caring.
- How you want to be seen and how you are seen can be very different
- You can create a positive identity if you take a proactive approach to managing your image.

Suggest/Recommend ways in which EMPLOYEES CAN PROJECT A PROFESSIONAL IMAGE.

- Be courteous and professional on the telephone.
- Use good stationery, with the organisation's logo and slogan.
- Work with a professional to set up a good advertising campaign.
- See everyone you meet as a potential client.
- Dress for success.
- Give excellent service.
- Work with a professional that will set up an attractive, professional, user friendly website that projects the image you want.

Explain the importance of recognising one's STRENGTHS AND WEAKNESSES.

- Nobody is good at everything.
- The key is to recognise your strengths and build on them.
- Recognise your weaknesses, then use that knowledge to your advantage.
- It is only when you can recognise your strengths and weaknesses that you can manage them.

Compile a PERSONAL ANALYSIS of your strengths, weaknesses, talents and interests.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • What do I do well? 	<ul style="list-style-type: none"> • What do I struggle with? • When do I feel most uncomfortable and stressed?
TALENTS	INTERESTS
<ul style="list-style-type: none"> • What are my talents 	<ul style="list-style-type: none"> • What is my interests?

Suggest/Recommend ways to build one's strengths and weaknesses

BUILDING YOUR STRENGTHS AND MANAGING YOUR WEAKNESSES	
STRENGTHS	<ul style="list-style-type: none"> • Focus your energy on the strengths you identified. • Work on your skills until you have developed them to the maximum. • Spend time and effort pushing your talent as far as you can. • Your talent must become your strength and it should make your stand out from others
WEAKNESSES	<ul style="list-style-type: none"> • Divide your weaknesses into two categories: • those you can change; and • those you cannot change. • Work on the weaknesses you can change • Manage the weaknesses that you cannot change.

Elaborate on the MEANING of SELF-MANAGEMENT

- Self-management is a person's ability to take control of his/her life and to deal effectively with all kinds of changes
- In a business context it is a person's ability to take control of his/her career and to deal effectively with change
- Skills of self-management include self-reflection, self-confidence, stress management and adaptability.

The MEANING of SELF-CONFIDENCE

- Self-confidence is the ability to trust in your own worth, strengths and talents.

Suggest/Recommend ways people can INCREASE their SELF-CONFIDENCE.

- Use your strengths and talents to promote your-self
- Be self-reliant
- Be willing to commit yourself

The MEANING of STRESS MANAGEMENT.

- Stress-management is the ability to keep your reaction to situations which you cannot control from getting out of control

Suggest/Recommend WAYS TO MANAGE STRESS

- Be aware of your needs and wants
- Predict stressful situations and make changes where possible
- Manage your time
- Avoid conflict
- Get enough sleep
- Find a relaxation technique that works for you
- Follow a balanced lifestyle
- Find creative ways to balance work with relaxation

Define the MEANING of ADAPTABILITY

- Adaptability is to recognise and manage changing or unfamiliar situations and to respond positively to them

Suggest/Recommend WAYS IN WHICH PEOPLE CAN ADAPT TO CHANGE.

- Use effective and appropriate decision-making skills.
- Use effective and appropriate creative-thinking approaches.
- Recognise and accept change.
- Manage familiar situations and respond positively to them.
- Manage conflict.
- Be creative and versatile.

TOPIC 4: RELATIONSHIPS AND TEAM PERFORMANCE

Outline/Mention/Define the MEANING of BUSINESS OBJECTIVES

- Long-term goals that are set by management to achieve the vision of the company.
- Examples of business objectives are:
 - To make a profit
 - To be productive
 - To be sustainable
 - To exhibit social responsibility

Explain/Discuss the BENEFITS OF TEAM WORK

- The members of the team learn from each other and grow.
- The team achieve more than the individual.
- Good teamwork helps business to achieve their objectives.
- Business's is more productive.
- The performance of all team members improves because they support each other's skills.
- Teamwork encourages workers to increase their range of skills.
- Gives employees more control over their jobs.

Recommend/Suggest ways in which BUSINESSES CAN CREATE AN ENVIRONMENT THAT ENABLES TEAMS TO WORK EFFECTIVELY

- The business can make sure that employees understand and believe in business objectives.
- The business should listen to employees when they share ideas.
- Important decisions should be taken through a process of teamwork.
- Good teamwork need to be rewarded and mistakes must be viewed as opportunities to learn and grow.

Explain the meaning of INTERPERSONAL RELATIONSHIPS in the workplace with specific reference to different hierarchies/management levels/the importance of each individual in achieving business objectives

- The chain of command refers to the line of authority which flows from the top managers to every employee.
- The degree of power and authority that managers possess depend on the level of management.
- Each individual plays a role in achieving business objectives.

Factors	Discuss/Explain/Describe factors that can influence team relationships	Recommend/Suggest ways in which businesses can address factors that influence team relationships.
PREJUDICE	<ul style="list-style-type: none"> The personal attitudes and prejudices of managers and other staff can result in discrimination and can erode good communication and teamwork in the workplace. Examples of prejudices are based on gender, religion, disability, social background, appearance, race, age, sexual orientation, education. 	<ul style="list-style-type: none"> Educate all your workers about discrimination. Encourage workers to respect each other's differences. Respond to any evidence or complaints of inappropriate behaviour. Deal with any complaints of discrimination promptly and confidentially.
DISCRIMINATION	<ul style="list-style-type: none"> Discrimination involves excluding or restricting members of one group from opportunities that are available to other groups. Discrimination is based on religion, age, ethnicity, gender, disability, skin colour, or race. 	<ul style="list-style-type: none"> Pay attention to what you don't always see. Don't play favourites. Keep your personal beliefs personal. Be careful of what you say and to whom you say it. Formalise the policy and the consequence.
EQUITY	<ul style="list-style-type: none"> Equity in a workplace means everyone receives fair treatment. This means all people have equal access to opportunities. An example of equity in the workplace is "equal pay for equal work" 	<ul style="list-style-type: none"> Develop a fair, respectful, supportive and inclusive workplace. Make judgements based on merit and fairness. Recognise every person's contributions
DIVERSITY	<ul style="list-style-type: none"> A diverse workforce includes people with different characteristics. Diversity in the workplace means inclusion of people of varying gender, age, religion, race, ethnicity, cultural background, sexual orientation, religion, languages, education, abilities, etc. 	<ul style="list-style-type: none"> Create inclusive policies and practices. Provide diversity training. Facilitate effective communication. Encourage interaction.

CRITERIA FOR SUCCESSFUL TEAM PERFORMANCE (Outline/Discuss/Explain/Describe)

1. Interpersonal attitudes and behaviour

- Members have a positive attitude of support and motivation towards each other.
- Sound interpersonal relationships will ensure job satisfaction and increase productivity of the team.
- Members are committed and passionate towards achieving a common goal.
- Team leader gives credit to members for positive contributions.

2. Shared values / Mutual trust and support

- Shows loyalty, respect and trust towards team members despite differences.
- Shows respect for the knowledge or skills of other members.
- Perform team tasks with integrity meeting team deadlines with necessary commitment to team goals.

3. Communication

- A clear set of processes for team work ensures that every team member understands his/her role.
- Good communication between team members may result in quick decisions.
- Quality feedback improves the morale of the team.
- Open discussions lead to effective solutions of problems.
- Continuous review of team progress ensures that team members can rectify mistakes to ensure that goals are reached.

4. Co-operation / Collaboration

- Clearly defined realistic goals are set, so that all members know exactly what is to be accomplished.
- Willingness to co-operate as a unit to achieve team objectives.
- Co-operate with management to achieve team objectives.
- Agree on ways to get the job done effectively without wasting time on conflict resolution.
- All members take part in decision making.
- A balanced composition of skills, knowledge, experience and expertise ensures that teams achieve their objectives.

Evaluate the CRITERIA FOR SUCCESSFUL TEAM PERFORMANCE from given case studies / scenarios and MAKE RECOMMENDATIONS FOR IMPROVEMENT.

- Delegate responsibility.
- Communicate effectively.
- Know team members' strengths and weaknesses.
- Give them incentives.
- Be a good example.