

# PRINCIPAL EXAMINER'S REPORT



BOTSWANA  
EXAMINATIONS  
COUNCIL

## **BSSE BUSINESS MANAGEMENT 2025**



## **PAPER 1: WRITTEN PAPER**

### **General Comments**

Overall, candidates demonstrated a satisfactory grasp of the syllabus content. Some candidates were able to recall key concepts such as batch production, leadership styles, and distribution channels. However, higher-order skills such as application, analysis, and evaluation were less consistently demonstrated, which limited the achievement of full marks for many candidates.

### **Comments on Individual Items**

- 1 (a) (i) Candidates had to explain the meaning of batch production for a mark. A knowledge question in which most candidates generally defined batch production correctly. Those who did not score a mark either defined mass production or applied instead of giving a general meaning.
- (ii) Candidates were requested to evaluate whether batch production would be advantageous to the mentioned company that produces bakery products with a justification. A high order question which most candidates did not respond to it well but only a few candidates were able to score full marks. Those who did not score a mark mostly showed lack of understanding but instead they evaluated use of machinery in production. Candidates who scored 4 marks failed to show justification. Candidates who scored 2 marks, mostly did not evaluate instead their points were one sided. Candidates were supposed to provide both advantage and disadvantage of batch production with application by using bakery products which were given and beyond. Lastly, candidates had to justify their answers by providing either a positive or a negative opinion with an explanation.
- (b) Candidates had to explain two reasons why motivated workers are important to the company. The question was well answered by most candidates according to their reasoning, since most managed to get at least two marks and above. Candidates identified reasons such as production efficiency, quality control, and customer service. Some candidates managed to explain and apply their answers to the confectionery industry, securing full marks. Some responses were too general, failing to link directly to ABC Confectionary. Repeated points were common. Candidates had to provide two reasons that makes motivated workers to be important to the company and apply them using the company products or the position of people that work in a confectionary like bakers.
- (c) Candidates were expected to analyse two ways on how democratic leadership style would affect the company. A high order question which was easily accessible to some good performing candidates as they scored full marks. Better answers analysed how this style could motivate workers but failed to show application. Weaker responses remained descriptive, simply stating features of democratic leadership without analysing impact. Some candidates critiqued their points and did not satisfy the requirement of the question being 'analysis'. Candidates had to provide a way on how democratic leadership style would affect the company by giving the overall effect e.g. good decisions will be made since they are made through the input of all, which can lead to better decisions being made on the type of cake to make.



- (d) (i) Candidates were to describe two channels of distribution that can be used by the company. Most candidates correctly identified direct and indirect channels, with stronger answers describing how each would work in practice. Some responses lacked detail or failed to apply answers to the confectionery industry. Those who did not score marks mostly stated the channels of distribution instead of description whilst some gave reasons for the choice of the channel which did not meet the requirement of the question. Candidates had to describe the route that will be used to deliver bakery products from the producer to the consumer.
- (ii) Candidates were requested to state a suitable channel of distribution for the bakery products. Candidates were required to recall straightforward factual information. Most candidates answered accurately and concisely, securing full marks. Candidates had to list a channel that can be used to deliver bakery products for a mark.

2 The question was answered with varying success. Knowledge-based sub-questions (2a and 2b) were well answered, with most candidates achieving full marks. Candidates demonstrated strong knowledge and recall hence they were able to identify key concepts across all sub-questions. Application and analysis questions (2c and 2d) were fairly answered, with candidates failing to analyse or evaluate in depth. Stronger contextual application, deeper analysis, and justified conclusions were required for candidates to achieve the full range of marks in higher-order questions. Analysis and evaluation were weaker. Many responses remained descriptive, limiting marks in higher-band questions.

- (a) (i) Candidates were required to explain retrenchment or downsizing or cost-cutting. Most candidates secured the full 2 marks. Stronger responses applied the concept to Zee (Pty) Ltd.'s possible restructuring. The majority correctly explained retrenchment as termination of employment due to redundancy, Weaker responses were vague, e.g., "workers are removed." Candidates had to provide precise definition and brief contextual links to the case study.
- (ii) Candidates were asked to explain two disadvantages of industrial action. This was a well-attempted question. Common disadvantages identified included loss of productivity/output and damage to employer–employee relations. Stronger responses explained impacts such as reduced sales and reputational damage. Weaker responses listed disadvantages without explanation. Overall, the question was well answered, with most candidates scoring 3–4 marks. Candidates were to ensure disadvantages are distinct, explained, and applied to the business context.
- (b) Candidates were asked how advanced technology might benefit Zee (Pty) Ltd. Most candidates identified benefits such as increased efficiency, reduced costs, or improved product quality. Stronger responses applied these benefits to Zee (Pty) Ltd, e.g., automation reducing wage costs. Weaker responses were vague, e.g., "technology helps the business." This was a short knowledge-plus-application question and was well answered overall. Candidates were to provide clear explanation and direct application to the case study.
- (c) Candidates were required to analyse two ways in which globalisation would affect Zee (Pty) Ltd. This was fairly answered. Common points included access to larger markets and increased competition. Stronger responses applied these points to Zee (Pty) Ltd. However, most candidates



failed to analyse impacts in depth, remaining descriptive. As a 6-mark application and analysis question, performance was limited. Most candidates achieved mid-level marks (3–4). Very few reached the top band because they failed to analyse. Candidates were to provide cause-and-effect analysis, balanced discussion of opportunities and challenges, and deeper contextual application.

- (d) Candidates were asked to evaluate whether the company made a good decision to sell its cars through e-commerce. Candidates fairly answered the question. Candidates identified advantages (wider reach, convenience, reduced need for showrooms) and disadvantages (customers prefer physical inspection, high delivery costs, trust issues). Stronger responses mentioned both sides but failed to evaluate fully. Most did not provide a justified conclusion. As a 6-mark evaluation question, candidates demonstrated knowledge but failed to evaluate effectively. Most scored 3–4 marks. Candidates were to provide balanced discussion, analyse significance of points, and conclude with a justified decision.

- 3 The question produced mixed performance since the first two-part questions were well attempted with majority managing to score at least half mark for each. However, Candidates found part-question (c) and (d) to be challenging. This was because candidates lacked knowledge on the position and duties of a forwarding agent, hence, they could not apply nor develop their answers.

- (a) Candidates were required to state two levels of management in Tim Ltd. The question was straight forward as it was knowledge based. Most candidates correctly identified levels such as top management and middle management. The majority secured the full two marks.

- (b) (i) Candidates were asked to explain two factors Tim Ltd considered when pricing its pottery products. The question was an application based. Candidates managed to score only two marks on average. While some identified factors such as cost of production and market demand, explanations were limited. Application to Tim Ltd.'s pottery products was weak and sometimes non-existent hence a loss of marks.

- (ii) Candidates were asked to list two benefits Tim Ltd might enjoy by trading within the SADC market. Most candidates correctly identified benefits such as access to a larger market and reduced trade barriers. The majority secured the full two marks.

- (c) Candidates were expected to analyse two ways on which forwarding agent would be helpful to Tim Ltd. This question was poorly answered as candidates failed to bring out the functions of forwarding agents and did not apply their answers to Tim Ltd. Responses remained vague and descriptive as a result most of them lost marks as they did not demonstrate understanding of forwarding agents' roles such as handling documentation, customs clearance, and logistics.

- (d) A high order evaluation and application question as Candidates were asked to discuss whether Tim Ltd should recruit the forwarding agent externally, with justification. This question was poorly performed. Many candidates discussed internal recruitment instead of external recruitment, failing to address the question. Few provided justifications. Overall, a very weak performance.



## **PAPER 2: WRITTEN PAPER**

### **General Comments**

The general performance of the candidates in this component was average. Some of the weaker candidates left some questions unanswered, however, majority of the stronger candidates were able to answer the application, analysis and evaluation questions quite well. Questions were of the same level of standard and skill. There was significant evidence to suggest that most candidates from some centres lacked business knowledge/terminology on the following areas: importance of intellectual property rights in branding, market share and ways of product adaptation. There were some significant indications that candidates were not that ready for the exam, looking at the way they answered the questions and the number of questions left unanswered. However,

- Centres should put more emphasis on these skill areas in their teaching and examination preparation processes for their candidates. [application, analysis and evaluation skills]
- There is need for emphasis on the use of accurate business terminology.
- Facilitators should guide learners on how to answer high order questions as some of the learners showed confusion when answering high order questions, more especially for the ones that need comparison.

### **INTRODUCTION**

The paper is based on a case study with 4 questions, each carrying 20 marks. The case study was on a business named Furniture Heaven which manufactures a variety of furniture and exports some to neighbouring countries. The four questions that followed were to be answered in relation to the case study given. There were 23 marks targeting knowledge and understanding skill, 32 marks for application and analysis and 25 marks for evaluation skill. The case study was as follows:

#### **FURNITURE HEAVEN LTD**

Furniture Heaven Ltd specialises in the production of a variety of furniture like beds, chairs, tables and chests of drawers. The objective of the company is to maximise profits and increase its market share. It has a good reputation for making quality furniture. It advertises its furniture on television but would like to change to the internet. The company has been profitable and its demand for furniture has been increasing.

It sells its furniture using its own brand name "FH" registered with Companies and Intellectual Property Authority (CIPA) to large scale retailers. Furniture Heaven Ltd buys its materials like timber, nails, varnish, paint and sponge foam from a local supplier. It uses Just in Time (JIT) production strategy for better inventory management and quality control. The different designs of furniture are manufactured using the batch production method. They are then packaged in attractive and colourful, unique shapes of packaging. The production costs for chairs are shown in Table 1.



**Table 1: Production costs for chairs**

Maximum per month output	Selling price	Fixed costs per month	Variable costs per chair
500 units	P250	P10 000	P125

Furniture Heaven Ltd has 100 employees which include carpenters and sales assistants in its factory, and they are allowed to join trade unions. Decision making is centralised, and senior managers often complain that they have too many tasks to do. They have resorted to delegating some of the tasks to junior managers. The junior managers are reluctant to accept the tasks as they believe their workload is too much, they fear failure, and do not want to be micromanaged.

The retailers have reported increasing demand especially for outdoor furniture. The increase in demand has prompted the company to expand and sell to retailers in other countries. The operations manager has drawn up a business plan towards this development, which includes advertising on the internet to reach more customers and investing in new technology for quality production. This will require additional employees to be recruited by the Human Resource department, and existing employees will need to be retrained using on the job-training. The marketing manager emphasised that there is need for product adaptation so as to reach foreign markets, so market research needs to be carried out.

**Comments on Individual Items**

- 1 (a) (i) A knowledge-based question that required candidates to define the term ‘market share’. Overall, the performance on this item was very poor. Most candidates provided irrelevant and incorrect definitions, suggesting that they were largely clueless about the meaning of market share. Most of the responses given were in relation to market, target market and or market segmentation. Common incorrect responses included definitions such as people who are willing to buy a product, a group of customers or customers with similar qualifications, total sales that can be generated etc. The expected response was the percentage of total sales/revenue in an industry generated by a particular business or the number of customers controlled by a particular business or company.
- (ii) An application question that required candidates to explain two benefits of Intellectual Property Rights in branding Furniture Heaven Ltd. Overall, the performance on this question was below average. A significant number of candidates failed to interpret the question correctly, particularly the requirement to focus on intellectual property rights rather than general branding benefits. Most candidates incorrectly explained benefits of branding such as attracting customers, creating brand loyalty, or improving sales, without linking these benefits to intellectual property rights (such as trademarks, brand protection, or prevention of imitation). As a result, these responses lacked relevance and were not rewarded, leading to loss of marks. Furthermore, some candidates demonstrated a complete lack of understanding of intellectual property rights. This was evident in responses that included irrelevant points such as decision-making, which have no connection to intellectual property rights nor branding. However, majority of the stronger candidates were able to score good marks as they comprehended the question well. Some of the expected responses were; brand



protection which provides legal protection for trademarks, copyrights, patents preventing unauthorised use or imitation of 'FH' brand / helps businesses safeguard their unique identity 'FH', competitive advantage in which exclusive ownership of 'FH' brand or product design prevents competitors from easily copy it, allowing the business to establish a unique position within the market etc.

- (b) An analysis question that required candidates to analyse two ways in which packaging could be beneficial to Furniture heaven Ltd. The question was easily accessible to most candidates as majority scored between 3 and 6 marks allocated to this part question. However, some weaker candidates had a problem with concluding their points well, so lost marks for conclusion. Common correct answers given were: protection of furniture/ easy transportation of furniture/ allows branding. Some of the expected responses were; brand identity where well-designed packaging for coffee tables serves as a tool for branding helping the business to create a unique identity / reinforces brand recognition and loyalty among consumers, product protection which protects tables and chairs from damage during transportation and storage / against damage from environmental factors such as moisture, light, and contaminants ensures that customers receive the tables in good condition etc.
- (c) An evaluation question that required candidates to discuss whether advertising on television rather than on the internet is always a better way to advertise furniture for the company. The question proved difficult and challenging to majority of the candidates as they performed poorly. The question required candidates to bring unique advantages and disadvantages of television versus internet advertising. Most candidates failed to understand the key requirement of the question, as they gave similar points on both television and internet. They gave points such as wide coverage, audio -visual impact, colourful advertising, therefore lost marks as the points do not differentiate how each medium would uniquely benefit or disadvantage the company. Some of the expected responses for advantages of TV were; less skipping of adverts creating high impact and brand recall so attracting them to buy, the other being, credibility where many consumers trust TV ads due to the regulatory standards and professionalism associated with TV broadcasts, so this increases the likelihood of customers to be convinced to buy the tables. While for disadvantages of TV were; high costs producing television commercials and purchasing slots can be very expensive reducing profits, limited time/advert short lived this can limit how much information is conveyed to potential customers so customers may end up not buying the furniture etc.

However, this question could be answered by giving advantages of the internet advertising which were; wider global reach which help the business to reach more customers who can buy the beds and couches leading to increased sales or lower cost only pay for engagement which help maximise returns. And for disadvantages of internet advertising were; not everyone has access to internet (connectivity/affordability), so this may limit the number of customers limiting sales or advert blocking / skipping fewer consumers see the advert leading less customers buying or high competition increases the price of adds space reducing profits etc.



- 2 (a) An application question that required candidates to identify two principles of organising adopted by Furniture Heaven Ltd as it was presented in the case study. Majority of the candidates performed well on this question; they were able to identify the two principles of organising from the case study and scored full marks. However, a few candidates experienced difficulties, some wrote principles of organising drawn from the syllabus like span of control, decentralisation etc but not applicable to the case study, which limited their ability to score the marks. Some of the expected responses were; centralisation, delegation, specialisation / division of labour, accountability etc.
- (b) (i) An application question that required candidates to explain two reasons why Furniture Heaven Ltd adopted centralised decision making. Overall, the performance on this question was satisfactory. Most candidates were able to demonstrate basic knowledge of centralised decision-making by stating general reasons such as better control, uniformity, and informed decision-making, however some failed to adequately apply these reasons to the context of Furniture Heaven Ltd. Some of the expected responses were; consistency in decisions which can help maintain brand consistency and quality standards across all furniture products, clear direction and vision which help align all carpenters / sales assistants towards common goals on improving overall productivity and consistent in operations etc.
- (ii) A knowledge-based question that required candidates to state one reason why centralised decision making might not benefit Furniture Heaven Ltd. The question was accessible to most candidates; they were able to state a valid limitation of centralised decision making such as lack of flexibility and reduced employee initiative. Some of the expected responses were; very slow to respond to local issues / bureaucracy / communication bottlenecks, difficulty in understanding unique operating requirements, does not involve the implementers of the decision, does not cater for the needs of the different branches / wrong decisions can be made for branches etc.
- (c) (i) An application question that required candidates to calculate break-even point (BEP) for Furniture Heaven Ltd. The question was fairly attempted by most candidates as they were able to complete the calculation accurately and demonstrated a reasonable understanding of the break-even concept. However, some candidates made an error in the final expression of the answer, instead of stating the break-even point in units or chairs, which was required, they wrote the answer in monetary form as P80, therefore losing the mark.
- Answer:** P10 000, 80 chairs/units
- (ii) An application question that required candidates to calculate revenue generated by the chairs per month. Overall, candidate performance on this question was satisfactory to good. Most candidates demonstrated a clear understanding of the revenue formula and were able to correctly calculate monthly revenue, thereby scoring the full 2 marks. Their responses showed accurate use of the given figures and appropriate presentation of workings and final answers.
- Answer:** P125 000
- (d) A high-order question that required candidates to discuss why it is important to use Just in Time production strategy in the business. The candidates were to come up with advantages and



disadvantages of the use of Just in-time production strategy and justify whether it's a good idea for the business to use it. Majority of the candidates were able to meet the demands of the question and demonstrated a clear understanding of the importance of the JIT production strategy and were able to discuss its importance, such as reducing storage costs, minimising waste, improving cash flow, and enhancing efficiency in production. These candidates effectively applied their knowledge to the context of Furniture Heaven Ltd, thereby scoring between 5 to 8 marks. However, a few of the weaker candidates did not perform well. Some provided generic explanations of Just in Time without adequately applying the concept to the business in the case study, which limited their scores between 2 to 3 marks. Some of the expected responses on advantages are; raw materials like timber are received only when need in production leading to reduced storage costs as not much warehousing is needed, achieve improved quality of furniture as JIT focuses on quality control throughout the production process leading to customer satisfaction. While for disadvantages were; requires reliable suppliers who can deliver materials on time as disruptions in the supply chain can halt production, therefore, not meeting customer needs, unexpected increases in demand can be challenging to meet if inventory levels are extremely low / employees overburdened with work to produce chairs in a short period leading to customer dissatisfaction / fatigue for the employees etc.

- 3 (a) (i)** A knowledge-based question that required candidates to state the reason why employees of Furniture Heaven are allowed to join trade unions. The question was friendly to majority of the candidates as they were able to get the full mark. However, a few candidates provided incomplete responses with single words like support, security, without sufficient explanation. Such responses could not be credited as they were not meaningful. Some of the expected responses are; for collective bargaining power, job security, better working conditions etc
- (ii)** An application question that required candidates to explain two functions of Human Resource Department at Furniture Heaven Ltd. The question was friendly to most candidates; they were able to come up with functions of HR department relating them to the scenario given. Some of the expected responses are; human resource planning assessing business labour needs to ensure that the right number of carpenters is hired, recruitment and selection attracting and identifying the best accountant for posts available or pay and benefits asses and structure pay rates and benefits to keep and motivate the existing carpenters / accountants and to attract potential candidates etc.
- (b)** This was an analysis question that required candidates to analyse two reasons why junior managers are reluctant to accept delegation. Majority of the candidates were able to identify the reasons but some failed to develop and conclude their points well. However, majority of the stronger candidates scored good marks between 5 and 6 marks as they were able to articulate their points well. Most common correct answers among the candidates were: fear of failure and too much workload. Some of the expected responses are; lack of confidence where subordinates doubt their own abilities to successfully complete the delegated tasks / they feel insecure about their skills so they fear making mistakes, fear of failure where subordinates may be afraid of not



meeting the manager's expectations as they feel this could harm their reputation or career advancement prospects etc.

- (c) A high order question that required candidates to discuss the advantages and disadvantages of using on -the-job training method in the company. The performance for the question was poor, most candidates discussed training in general instead of on-the-job training, and for those who were able to come with correct points failed to develop them well. Under justification, some candidates failed to justify with a different point but repeated the one they stated under advantage or disadvantage. Most common correct answers given were saving time, cheap, limited skills. However, majority of the stronger candidates scored good marks as they were able to develop and apply their points well. Some of the expected responses on advantages were; practical skills gained / trainees gain hands-on experience in real work situations which can enhance their understanding and retention of skills, cost-effective / often requires fewer resources since it utilises existing staff / requires little to no investment in training materials or facilities. While for the disadvantages were; inconsistent training quality where the effectiveness can vary significantly based on the trainer's skills and knowledge / which can lead to uneven employee performance, disruption of workflow in which if the trainer needs to devote time to instructing the trainee / leading to lower productivity etc.

- 4 (a) (i) A knowledge-based question that required candidates to define the term market research. Majority of the candidates performed quite well, they were able to define the term. However, some of the candidates failed to correctly define market research. A common error observed was that candidates defined market research as “research about the market” rather than the gathering of information about potential customers and the market. As a result, these candidates were unable to score the one mark allocated to the question. The expected response was that it is the gathering of information that enables an organisation to find out about its potential customers.
- (ii) A knowledge-based question that required candidates to state two benefits of planning to a business. Majority of the candidates were able to score the maximum marks. Most common correct answers given by candidates were to achieve organisational goal and to give direction. Some of the expected responses were; helps managers to improve future performance, minimises risk and uncertainty, provides direction etc.
- (b) An application question that required candidates to identify two control techniques used by the operations department at Furniture heaven Ltd. Majority of the candidates were able to identify the control techniques used from the case study, thereby scoring the maximum marks. However, some of the candidates failed to extract the answers from the case study and wrote answers such as human resources, finance and marketing departments which were irrelevant. Some of the expected responses were; just-in-time production, quality control strategy, better inventory management etc.
- (c) An application question that required candidates to explain three ways of adapting the furniture to the foreign market. Performance on this question was very poor. Most of the candidates failed to answer the question as required. A significant number of candidates gave responses about factors



that influence product adaptation (legal requirement, socio-cultural, climate, environment and health requirement etc) instead of explaining ways in which the product could be adapted, resulting in many candidates scoring 0 out of 6. However, some candidates were able to state relevant ways of product adaptation but failed to apply them to the context of furniture and the foreign market, thereby scoring up to 3 marks. Only a very small number of candidates successfully explained appropriate ways of adapting furniture and clearly applied them to the foreign market. Some of the expected responses were; packaging where the company tailor the packaging design / colour, materials and symbols to appeal to local taste, tradition and values, and labelling where the company adapt labels to comply with local laws regarding information disclosure / materials used for furniture and health warnings, trademarks where the company alter the logo or design element of the trademark to reflect local cultural symbols to enhance the 'FH' brand connection with consumers etc.

- (d) This was a high-order question that needed to be addressed by discussing whether adapting the product to enter foreign markets would be a good decision for the business. Performance on this question was satisfactory. Most candidates were able to discuss the decision adequately, presenting relevant arguments. However, few candidates failed to develop their discussion sufficiently or provided weak explanations, resulting in them obtaining 2 to 3marks. Some of the expected responses on advantages were; market expansion where access to new markets / allows a business to reach new customers and market segments potentially increasing sales and revenue, higher demand which can lead to increased sales and possibly profits, diversification of revenue stream help reduce risk associated with dependence on a single market enhancing its financial stability etc. While for the disadvantages were; high entry costs / initial investment which is related to logistics, documentation, tariffs, and compliance with foreign regulations which may limit the quantity of furniture exported, market knowledge requirements which compels the company to send the market research team abroad or appoint an agent to collect data this can be costly/time consuming etc.



## **PAPER 4: WRITTEN PAPER**

### **General Comments**

The question paper seemed accessible to some learners as they managed to score high marks. However, some learners found the paper challenging. There were instances where learners left blank spaces especially question 1(d)(i).

### **Comments on Individual Items**

- 1 (a) The question required candidates to complete the marketing plan for the body lotions that will be prepared in order to extend the product life cycle. Most candidates performed well in this question, with majority getting 3 out of 4 marks. Most candidates lost marks under channel of distribution as they did not indicate the channel of distribution, instead they wrote agents as their answer. The expected responses were body lotions under product, producer/agent/consumer under Channel of distribution, competitions / win a trip to Kasane / advertising under Promotion and Youth / female under market segment.
- (b) Candidates were required to discuss two media of advertising that will be adopted by the Marketing Department. Most candidates managed to get 4 out of 6 marks. They were able to identify the media of advertising (television, newspaper and internet) but could not bring the negative points to critique the advantages brought forth. A few candidates however managed to write both advantages and disadvantages and scored 6 marks. The expected answer was television combines sound sight and motion to appeal to consumers to buy more lotions hence increase in sales, however, the adverts tend to be short lived / may not have lasting impact.
- (c) Candidates were to explain two factors that Bontle Enterprises should consider when selling their lotions in the international markets. Most candidates failed this question dismally. They failed to bring the correct factors to consider when selling their lotions in the international markets but instead they brought factors that make products successful. Those who managed to bring correct factors failed to develop and apply their answers. The expected **model answer was customer's taste / preferences based on whether customers in other countries will like the lotions or not.**
- (d) (i) The question required candidates to draw a well labelled diagram of the product life cycle of the body lotions. The question in general was poorly attempted. Candidates failed to properly draw a correctly labelled product life cycle. They confused the development and the introduction stages. They started with the introduction stage then development stage, which is not correct. A number of candidates failed to indicate the stage at which the lotions are, which is the decline stage.
- (ii) Candidates were expected to justify why selling into new markets would be more appropriate way to extend the product life cycle. Majority of candidates scored 1 mark as they stated points without fully explaining the points by showing the end result or the effect. Some of the expected answers were: potential of growth in new markets, hence, may increase sales or may create brand awareness, hence, attract more customers.



- 2 (a) (i) Candidates were expected to complete a pay slip by filling in missing figures. Majority of the candidates managed to complete the pay slip and scored all the full marks. However, some made obvious mistakes like failing to use a calculator hence getting wrong answers, writing their own names instead of writing Adam Chaboneka as given in the case study.

**Answers:** W: Adam Chaboneka, X: P30 000, Y: P32 000, Z: P8 550.

- (ii) The question required candidates to explain two reasons why employees should be given the pay slip at the end of the month. Most answers were based on why employees should receive a salary e.g. to be able to pay for goods and services, which was wrong. These are some of the answers which were expected: transparency provides a clear breakdown of gross pay, deductions and net pay / allowing employees to verify if their pay is accurate, proof of payment serves as evidence of the total amount paid to the employee or provide record of deductions helping the employee to track their expenses.
- (b) Candidates were asked to analyse two reasons why the company decided to recruit the manager internally. Majority of the candidates failed to analyse their reasons. Candidates were expected to conclude their points. As a result, could only score 4 marks. Some candidates confused internal recruitment with on-the-job training, hence, lost marks. Some of the expected answers were; reduced costs as it helps avoid costs of external advertisement hence saving money for other activities, increased employee satisfaction as it provides a clear opportunity for growth which increases employee retention.
- (c) The question required candidates to suggest four reasons why Bontle Enterprises should prepare a budget. The question was poorly attempted by majority of candidates. Most candidates repeated points and could not score marks. Some of the expected responses were; predicts future problems, ensures resources are allocated to the right activities, helps in decision making, set performance targets by comparing actual to budget etc.