



Examination Report

Business Studies

521

JC

2025

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Paper 521/01

General comments

The paper consists of four questions of which (a) and (b) of each question is general knowledge and understanding, (c) requires knowledge and application, (d) and (e) requires knowledge, analysis and application.

Candidates were expected to answer all questions. Question 4(c) and (e) was the most challenging part where most candidates failed to get good marks. The candidates performed very well in questions 1 and 3 as they were able to display a good understanding of the content.

Overall, there was an improvement in the grasping of concepts required from the candidates, as the majority of them are able to demonstrate the skills required. Although there is still a gap in the content part by learners which is still lacking in most centres, hence lowering their marks.

COMMENTS ON SPECIFIC QUESTIONS

Question 1

(a) This question was fairly done as most candidates were able to recall the types of demand, however some were writing wrong spellings and also stated joint and complementary demands as separate points, yet it is the same thing

Expected responses were:

- Complementary/joint demand
- Composite demand
- Derived demand
- Competitive demand

[4k]

(b) This question was fairly done as most candidates were able to state and explain the forms of specialisation, however some failed to explain them.

Expected responses:

- Firm [1]- the producing business could concentrate on growing baby marrows so that quality is enhanced [k] and is able to capture a large market, thus allowing other producers to produce other varieties of vegetables [k]
- Individual [k] – the workers could decide to concentrate on growing cauliflower and broccoli leaving the other workers to grow other vegetables[k] whilst other till the land [k].
- Region [k]- a section of the country could produce a certain crop that is suitable for the climate [k]of the area as the yield would be high, enabling it to meet the demand[k]
- Country

[3k]

(c) This question was fairly done by most centers as candidates were able to draw the graphs, however, some failed to label the axes and plot the points

Expected response:

[1k for axes, 1 app for demand curve, 1 app for supply curve, 1 app for equilibrium price]

(d) This question required candidates to explain two other sources of internal sources of finance that AM could use to fund the project. It was fairly done; however, some candidates were responding with savings a source that is already given in the case as they failed to understand the question, also their application skills were poor

Expected response:

- Sale of stock [k]- the business can sell some of the fertilizers [app] that was not used during the last ploughing seasons to increase the amount of cash available in the business [1 an].
 - Retained profits [k]- the business could set aside the income they got from selling cabbages [app] over the years to finance expenses of the business, which will avail income to the business that does not need to be paid back with interest [k]
 - Sale of non-current assets
 - Inheritance/family and friends
 - Debt collection
- [2k, 2 app, 2an]**

(e) This question was fairly done by most centres as most candidates were able to demonstrate knowledge of specialization and division of labour, however some candidates could develop the points and some few centres confused specialisation and division of labour with partnership and sole trader business.

Expected responses:

Advantages	Disadvantages
<ul style="list-style-type: none">• When a worker performs a single task repetitively, they become skilled and effective• Speed and accuracy are increased• Time is saved, as workers do not move from one operation to the next• Workers take pride in their work hence have higher job satisfaction• Costs of training workers is much lower	<ul style="list-style-type: none">• Absence of one worker may disrupt the whole production process thus reducing output produced• Repetitive performance of a single task may lead to boredom which could lead to lower output or quality• Workers may lose interest in the job therefore becoming less motivated to perform well

Model answer

The workers of AM are skilled and effective in cultivating the land [1 app] in readiness of planting the vegetables, thus more vegetables are produced within a short space of time [2 an].

However, doing the same job repetitively can affect the production negatively [1k] as they become bored [2an] and produce a poor yield of green vegetable.

I think the business should continue using specialization and division of labour because of the higher speed and accuracy which may lead to the business making high profits.

[1k, 1app, 4 an, 2ev]

Question 2

(a) this question was fairly done; however, some candidate listed the different types of media which resulted to loss of marks. Some brought back magazines yet it was in the case

Expected responses:

- Internet
- Media [newspapers, television. Radio]
- Government departments
- Business Eswatini
- Market research agencies
- Libraries

[4k]

(b) This question required candidates to explain the term market research, it was fairly done, however some candidates explained market in general

Expected response:

Market research is the systematic way [1k] of gathering information or data [1k] about consumers in a market [1k]

(c) Generally, this question proved to be a challenge to most candidates as they failed to prepare a budget instead, they were failing to give a proper format of the budget, also those who were able to present it properly were not able to give the narration of the figures, operation and heading.

Expected responses:

Item	Amount(E)
Cash inflows	
Sales	78 000
Total cash inflows	78 000 [1 app]
Cash outflows	
Suppliers and materials	15 000
Rent paid	8 000
Salaries and wages	10 000 [2 app]
Total cash outflow	33 000
Budget surplus	45 000 [1 app]

[4app]

(d) This question was fairly done; however, some candidates were not able to apply and analyses the advantages of a budget

Expected responses:

- Budget helps the business use the money available effectively [1k]- the business can be able to plan on whether to use the money in buying more display features [1 app] needed by the business [1 an]
- It helps to achieve short- and long-term goals
- Helps to set priorities
- Acts as a control tool
- Way to communicate plans in a business
- To develop financial discipline
- To develop financial confidence
- Plan for expenditure
[2k, 2app, 2an]

(e) This question was poorly done, as most candidates confused secondary research with primary research and market oriented.

Expected responses:

Advantages	Disadvantages
<ul style="list-style-type: none">• Cheaper to access as new data is not gathered• She could be able to access work of the best researchers from all over the world and use it to grow her clothing shop• It saves time and effort as data is already there• Researcher can find information they need as they have references	<ul style="list-style-type: none">• Data collected by someone else might not be accurate or reliable• Data collected in one location may not be suitable for another location• The data might be outdated• The researcher might need permission to use some of the information

Model answer:

Secondary data saves time and effort [1k] because Lokuhle simply buys magazines from book shops to get the information readily available [2 an]. On the other hand, the data collected on dresses[1app] may be outdated and not relevant [1k] to the current times as people taste and preferences change over time [2an].

Lokuhle should continue using secondary research method of collecting data as she could be able to access work of the best researchers from all over the world and use it to grow her clothing shop. [2ev]

[1k, 1app, 4 an, 2ev]

Question 3

(a) Candidates were required to identify four items that could be found in a website. It was fairly done; however, most centres were stating the 4 ps of the marketing mix

Expected responses:

- Location of the business
- Explanation of the product/service
- Product categories
- Brief description of who you are and what you do
- Contact information
- Links to other information
- Name and address of the business

[4k]

(b) This question was fairly done; however, some candidates did not mention that the item should be accepted.

Expected response:

Money is any item that is generally accepted [k] by people as a means of payment [1k], in exchange for goods and services [1k]

(c) This question was poorly done as most candidates were explaining the characteristics of money and those who were able to state the advantages of cash were able to explain but were not able to apply and address the stakeholder

Expected response:

- Using cash is convenient [k] as the customers need not to worry about network availability in order to make payment for their washed bedding [1 app]
- Customers are assured that they would be able to pay for their washed apparel [1 app] as the customers accepts the cash which is money in exchange for services rendered [1k]
- A customer is assured that she will return with clean linen [1 app] upon collection [1k] because the cash is readily available unlike with debit or credit cards that could decline
- Customers avoid getting into debts as they pay for their washed curtains [1 app] hence avoiding becoming bad debts and blacklisted [1 an]
- No hidden costs/cheaper
- Better spending control

[2k, 2app]

In this question candidates were required to explain factors to consider when choosing the method of communication with employees. It was poorly done as most candidates were explaining barriers to effective communication.

Expected responses:

Available technology [1k]- both the sender and receiver need to have access to the internet thus employees of Sparkling wash should.

[2k,2app, 2an]

(d) this question was fairly done by most candidates; however, some candidates were not able to develop the advantages and disadvantages of using an email. They also failed to apply.

Advantages	Disadvantages
<ul style="list-style-type: none">• Operates 24 hours a day• Fast and can be sent anywhere in the world• Provides a record of information as messages can be saved• Cheap to send emails as one message can be sent to many people• Documents/ pictures can be attached in electronic form to messages	<ul style="list-style-type: none">• Some people do not have access to the internet / network failure• Viruses are easily spread through emails• Some people may use emails to commit fraud.• No guarantee that the receiver will read the message• Expensive-need data and gadgets

Model answer:

Lokuhle can send messages to her employees faster [1k] enabling the laundry service providers to swiftly attend to customers 'concerns causing customer satisfaction [1 app] [2 an]. On the other hand, not all employees have access to the internet thus they might not be able to respond to customer queries on time regarding costs of laundry services.

I would recommend the laundry business to use emails as there is no guarantee that the employees would all read the email and get the message on time hence delaying feedback [2 ev]

[1k, 1app, 4 an, 2ev]

Question 4

(a) This question required candidates to identify features on command economy. Generally, it was well answered, however some learners were stating the features of the market economy and others were lacking content.

Expected responses:

- Governments ownership and control
- No self-interests
- No freedom of choice
- No profit motive
- Price control
- Full government intervention
- Rationing
- Re-distribution of income and income
- Creation of jobs
- Provision of affordable goods

[4k]

(b) This question was fairly done; however, some candidates did not mention the fact that a merger will become bigger, also some candidates confused a merger with a take-over.

Expected responses:

Merger is when two or more businesses agree to combine their business to form one large business [3k].

(c) his question was poorly done, as most candidates were confusing the backward interrogation with horizontal and forward integration.

Expected answers:

There is a secured supplier [1k]- as the input which is cement for making blocks and constructing properties [1app] is readily available.

The construction firm will absorb profit [1k] from KT Cement as the business in now one large one [1 app].

Shared ideas

Control quality

Deny competitors access to raw materials

[2k, 2app, 2an]

(d) his question was generally well answered; however, a majority of candidates were able to state and explain the levels of Maslow's Hierarchy needs but failed to relate it to the scenario given, also some were explaining the views to motivation and fringe benefits.

Expected responses:

- KT Cement can meet the basic/ Physiological [1k]- of employees by giving them fair wages and salaries [1 app] and in turn they will be motivated to work in the business [1 an].
- KT Cement could also try to meet the safety security needs [1k] of employees by providing them with protective clothing like gloves [1 app] at the workplace and ensuring job security [1an]
- Social or belonging
- Esteem needs
- Self- actualization

[2k, 2app, 2an]

(e) This question was poorly done as most candidates confused the market economy with a sole trader also those who were able to identify the advantages and disadvantages failed to develop the points and couldn't apply.

Advantages	Disadvantages
<ul style="list-style-type: none">• People enjoy freedom to start their own business• Consumers have the opportunity to choose from a wild range of products and services• Economic growth is usually rapid• Public freedom of what to trade with	<ul style="list-style-type: none">• The desire for money may lead to poor quality of goods• High risk business owners to lose money due to intense competition• There may be over usage of resources• Certain producers may gain power over people• Wealth is likely to be concentrated among few people• Extreme levels of poverty/ Famine might occur as the state does not provide services.

Model answer:

In market economy KT Cement can have freedom to set prices [1k] and earn more profits which they can use to buy cement input [1 app]. However, the desire for money can lead to poor quality bricks and structures [2an, 1app].

I think it is not an advantage to operate in a market economy as the cement business could lose profits due to rapid rise in competition leading to KT Cement not being able to withstand it [2ev]

[1k, 1app, 4an, 2 ev]

Paper 520/02

General comments

The JC Business Studies Paper 2 is a case study-based paper. Candidates are expected to read and understand the case study before attempting to answer the questions. The case study has themes and questions that are derived from those themes or topics. Candidates who read and understand the case study easily answer all the questions, providing the necessary application. In the 2025 paper, four assessment objectives were examined in a well-balanced manner. These assessment objectives are knowledge and understanding, application, analysis, and evaluation. The candidates were expected to demonstrate an understanding of all four objectives and answer questions addressing each.

In general, the 2025 candidates' performance was better than the 2024 candidates' in Paper 2. There has been a significant improvement in JC Business Studies Paper 2 performance in the past 3 years. In 2025, there was a significant improvement in candidates' approach to questions, leading to good marks. However, candidates in the various centres could still do better in the coming years. Educators are encouraged to prepare candidates well to address the four assessment objectives. It is believed that with proper guidance and nurturing, the candidates can perform well in the coming years, thus improving the results. It is also worth noting that candidates improved in application skills, as some applied almost throughout the paper, though others still could not apply, even once. Educators must give candidates enough practice with the application, as this skill accounts 28% of the total marks and is easily accessible for candidates if they know how to use it. Centres and educators are encouraged to develop strategies to improve performance in the paper. It was observed that some centres performed poorly, some with a few candidates. Poor performance in this paper affects the overall performance in the subject, as the paper's weight 50% of the candidate's final mark. Candidates must also be encouraged to revise before taking the exam. This helps them avoid losing the knowledge and application marks, as such, demonstrating poor preparation. Most centres and candidates performed well in part (d) of the paper, but not so well in parts (a) and (b), which shows that centres focus more on the higher-order questions, such as the evaluation questions, neglecting the lower-order objectives/skills.

Most candidates were not well prepared for **Question 1d** [advantages and disadvantages of a **public limited company**], and **Question 2d** [advantages and disadvantages of MoneyGram to the business when paying suppliers, some candidates wrote about other means of payment]. On the other hand, **Questions 2a, b & c** [parts of a cheque, definition of barter trade and advantages of barter trade to Senzakonke Plc customers], and the whole of **Questions 3** [examples of intrinsic motivation, definition of motivation, monetary rewards to

motivate workers and advantages and disadvantages of democratic leadership style] proved to be quite easy and accessible for most candidates, as they managed to score good marks.

In some cases, candidates demonstrated a poor understanding of the command words, leading to a loss of marks. For instance, **part b of the questions**, where candidates would either state the point only or explain without applying, hence losing marks. Emphasis must be made that the **part b** questions have an extra mark of application, and that candidates must define by briefly explaining two features of the term in question. Most candidates lost marks for the application in **part c of the questions** because they stated the points and analysed them, without applying them to the case. Some candidates just stated the advantages/functions/types without providing analysis and application. In **part d**, some candidates were able to identify the advantages and disadvantages but could not analyse them and apply them to the case. Such responses earned just the marks for knowledge, thus leading to the candidates scoring very low marks. Candidates who could not understand the command words could not answer most questions correctly, thus losing good marks. Some candidates in some centres assumed the whole exam was just on knowledge and understanding as they would just identify the points only without explaining them. Centres are encouraged to ensure that candidates are taught the meaning and requirements of each command word so that candidates do not lose marks unnecessarily. Some candidates demonstrated a strong understanding of the evaluation questions and scored well, while others lacked an understanding of what the evaluation command words entailed. Centres are encouraged to give candidates enough practice on all command words to improve the performance of candidates. Candidates should have a good understanding of the requirements of each command word, not just the evaluation command words.

Question 1 (c) failed to achieve differentiation as candidates lost marks because they could not differentiate between the reasons and benefits of growth. Also, they could not achieve differentiation in **Question 1 (d)**, as they confused a public limited company with public sector businesses. In **Question 3 (d)**, a few candidates evaluated autocratic leadership instead of democratic leadership style. There is still a need for teachers to expose candidates to the different contemporary means of payment and banking applications through tasks that deliberately make them generate knowledge.

The 2025 cohort, just like those of the last 2 years, continued to demonstrate a strong understanding of the application and evaluation skills. These candidates displayed a great improvement in the ability to analyse and apply, especially in the evaluation questions. Candidates are encouraged to have an application for all the questions to ensure that application marks are not lost. There was a decline in the number of blank scripts or questions submitted by candidates for marking, this change is commended. Candidates also demonstrated an improvement in the manner in which they were attempting questions, which led to some candidates scoring quite high marks. There is a great improvement in how candidates write essay questions, as there is a decline in evaluation

answers where points are listed or numbered. Educators are applauded for this great improvement. However, some candidates still failed to use contrasting words when answering the evaluation questions, listed or numbered their points, and some took stands as they introduced their essays, causing them not take a stand in the conclusion. These errors should be avoided.

Comments on Specific Questions

Question 1

This question was based on the chapters on Business Activity and Nature and Functions of Organisations. The candidate's performance on the question was good. Most candidates scored more than half the marks in each part of the question, except for part (d).

(a) In this question, candidates were asked to identify **three** examples of public sector businesses in Eswatini. The performance in this question was varied, as some candidates correctly identified the parastatals while others failed to. Some candidates used 'Swaziland' instead of Eswatini; candidates should use the correct name for the country. Some wrong answers included examples of trade unions in Eswatini.

Some of the expected examples of public sector businesses:

- Eswatini Revenue Services [**1k**]
- The Central Bank of Eswatini [**1k**]
- Eswatini Bank [**1k**]
- Eswatini Railway [**k**]
- Eswatini Royal Insurance Corporation [**k**]
- Eswatini Water Services Corporation [**k**]
- Eswatini Television Authority [**k**]

No mark for abbreviated public sector business. Maximum 3 marks

(b) The candidates were asked to define the term 'business, such as Senzakonke Plc. A majority of candidates correctly defined a business. Some candidates could not apply to the case, though.

Expected response:

- An entity that engages in trade [**1k**], intending to make a profit, such as selling furniture for a profit [**1k, 1app**].

- An organization that provides modern sofas to the community [**k, app**], in exchange for money, to maximize profits [**k**].

(c) In this question, candidates were expected to “explain **three** reasons for the growth of Senzakonke Plc”. There were mixed responses to this question. Some candidates answered it correctly, whilst others got it wrong. The wrong responses given were the benefits of growth or business aims. Some wrong responses were: fight competition, more capital, and make a profit.

An **expected answer** would be:

- Meet Demand [**1k**] – a bigger Senzakonke plc would be better positioned to produce enough tables and chairs [**1app**] to satisfy the needs of the customers, leading to customer loyalty [**1kan**].
- Profit maximization [**1k**] - the furniture firm [**1app**] could improve its efficiency in furniture production to decrease average costs, thus earning the highest returns [**1an**].

Emphasis on the fact that Senzakonke Plc grew to maximize or earn **more** profit than the business was earning.

(d) This was an evaluation question in which candidates were expected to analyse two advantages and one disadvantage (or vice-versa) of running Senzakonke Plc as a public limited company. Most candidates performed poorly, with many confusing a public limited company with a public-sector business (public corporation). This is a recurring issue—when questions require evaluating or analysing public limited companies, many candidates write about public-sector businesses instead, resulting in lost marks.

Some candidates correctly evaluated the public limited company and achieved full marks, while others lost marks for failing to apply their analysis to the specific case of Senzakonke Plc. Additionally, there has been a noticeable decline in the number of candidates who take a clear stand in the introduction of their essays. It is important to continue emphasizing that candidates should present a clear viewpoint, especially in their conclusions, to strengthen their evaluative responses.

Overall, candidates need to ensure they understand the difference between public limited companies and public-sector businesses, apply their analysis appropriately, and take a clear position in their essays.

Model answer

A public limited company can raise more capital [**1k**] because there is no maximum number of shareholders who can buy shares, thus providing more funds to run the furniture business [**1app**] and expand it [**1an**]. Secondly, there is a separate legal entity [**k**], since the shareholders of the furnishing

producer [1app] are treated as separate from the business as either party can sue or be sued by the other [1an].

However, there is a loss of ownership and control [1k] as more shares are sold to new shareholders, and the founders of Senzakonke [1app] lose a part of the ownership and control [1an].

In conclusion, I agree that buying the business and converting it to a public limited company was the best decision. This is because shares are sold through the stock exchange, which enables the table business to raise the necessary capital as those prospective shareholders contact brokers and buy shares [2ev].

Key for marking part (d) questions

1 advantage explained and 1 stated = 3 marks [2 + 1]

1 disadvantage explained = 2 marks [2]

3 application in 3 different points = 3 marks

2 evaluation = 2 marks

[5an, 3app, 2ev = 10 marks]

Please note: a candidate is expected to analyse 2 advantages and 1 disadvantage OR 1 advantage and 2 disadvantages. All points must have application.

If points are stated, allow 3 marks for knowledge in 3 points, of which at least 1 should be an advantage and 1 a disadvantage.

Question 2

This question was on Barter Trade and Means of Payment. The candidates performed relatively well in the question, though some centres performed badly. Though the means of payment are usually a challenge for candidates, the performance was not so bad.

(a) In this question, the candidates had to “state **three** parts of a cheque”. Most of the candidates were able to identify the parts of a cheque, though some candidates confused the question with labelling a cheque, and others gave types of crossings.

Expected answers: Drawer [k], Drawee [k], and Payee [k]

Candidates should remember that parties of a cheque are made up of people and or organisations' names.

(b) The question required candidates to define the term ‘barter trade’, as practiced by Senzakonke Plc. The question was well answered, except that some candidates failed to apply the

case. Most candidates scored 2 marks. There were a few candidates who explained by saying it is the exchange of goods for goods, leaving out the “**without the use of money**”.

Expected answer:

- It is the exchange of vintage tables for modern chairs [**1k, 1app**], without the use of money [**1k**].
- Exchange of goods for goods like beds for sofas [**k, app**] or service for service without the use of cash [**k**].

(c) The candidates were asked to “explain **three** advantages of barter trade to the customers of Senzakonke Plc”. A majority of the candidates were able to identify the advantages of barter trade and make an effort to explain them. However, a few candidates could not explain the advantages. A few candidates explained the disadvantages of barter trade. The candidates failed to apply, hence lost 3 marks. Candidates must be reminded that, in Business Studies, they are expected to apply throughout.

Expected answer:

- Frees up storage [**1k**] – the customers can exchange the vintage furniture [**1app**] they may no longer want and get modernized furniture that could suit their lifestyle. This saves storage costs for stuff they no longer like [**1an**].
- Avoid debts [**k**] – homeowners [**app**] avoid going to furniture shops to buy furniture on credit, which is quite costly, as they exchange what they have for what they want [**an**].

(d) Candidates were asked to evaluate whether MoneyGram is the most suitable means of payment for Senzakonke Plc, when paying the suppliers of fabrics and materials. The candidates were tasked with analysing the advantages and disadvantages of using MoneyGram to pay overseas suppliers. This task proved difficult, as many candidates mistakenly confused MoneyGram with Mobile Money or online banking, resulting in lower scores. Additionally, some candidates confused MoneyGram with ATMs, highlighting the significant differences between the two. Educators are encouraged to clearly explain the differences between various payment methods when teaching the topic. Additionally, candidates should study thoroughly for exams to minimize confusion regarding these issues.

Model Answer

MoneyGram is fast and reliable [**1k**] as suppliers of furniture materials [**1app**] receive payments immediately after the funds are transferred, making it suitable for international trade. However, this payment method is costly, with fees incurred by the sofa business [**1an**].

On the contrary, this payment method is costly [**1k**], with fees incurred by the sofa business [**1app**] that surpass those of online payments due to transaction charges by agents [**1an**]. Additionally, fluctuations in exchange rates could create

uncertainty [k] for Senzakonke Plc regarding the amount needed for specific payments, leading to potentially higher costs if the US Dollar strengthens [1app, 1an].

In conclusion, I do not believe that MoneyGram is the best payment method. It may not be accessible in certain locations, which could prevent the furnishing business from paying suppliers there. This could result in delayed payments and negatively impact Senzakonke's reputation in the eyes of the supplier [2ev].

Question 3

The theme of this question was Motivation and Business Management. Generally, the performance was good, better than that of previous years. In the past, candidates would perform poorly on questions on these topics. The performance with this 1 was good for some centres and not so good for others.

(a) Candidates were to “state **three** examples of intrinsic motivation”. The question was answered well; candidates were able to state the examples. Candidates were not expected to use words such as “love, like, or enjoy” in more than two examples per word. A few candidates gave examples of extrinsic motivation, through the use of phrases such as ‘because I want to pass, earn more money,’ etc.

Expected answers:

- Hiking because you love nature and the views [k]
- Continuing to work for a company because you enjoy your job [1k]

(b) This question was well answered. Candidates were expected to “define the term motivation in Senzakonke Plc”. Most candidates correctly defined motivation using 2 features or points. However, some could not apply to the case. A few candidates failed to define motivation, with some defining a partnership or something else, or leaving a blank space.

Expected answer:

- The reasons the company workers [1k, 1app] have for behaving in a particular manner [1k].
- The process of inducing and stimulating [k] the carpenters [app] to act in a certain way [k].

(c) The candidates were expected to explain **three** monetary rewards that Senzakonke Plc could use to motivate the workers. Most candidates correctly identified the monetary rewards and explained them, but could not apply them to the case. A few candidates identified and explained non-monetary rewards such as a company car, free housing, and medical aid, and scored 0. This was a case of failing to read the question carefully and rushing to answer it. Most candidates performed well in this question.

The **expected responses** include:

- Share options **[k]** – Senzakonke plc could give employees some shares so that they become part-owners of the furniture business **[app]**, which could make them more dedicated as they know they will also receive a dividend **[an]**.
- Commission **[1k]** – the sales and marketing **[1app]** employees could be paid on a commission-based rate, which would allow the workers to sell more furniture to get a bigger pay at the end of the month **[1an]**.

(d) Most candidates answered this question well, effectively evaluating the benefits and disadvantages of using the democratic leadership style at Senzakonke Plc. However, while some candidates provided relevant points, others failed to apply their responses to the specific case.

A notable issue was that some candidates confused the democratic leadership style with the autocratic style, which resulted in them losing all available marks. This suggests that some students mix up key concepts during their studies, leading to inaccurate responses. Candidates could have earned marks by comparing the democratic and autocratic leadership styles, rather than simply evaluating the autocratic style. This highlights the importance of understanding and accurately distinguishing between different leadership styles when preparing for such questions.

Model answer

Democratic leadership encourages creativity **[1k]**, as carpenters **[1app]** are allowed to showcase their talents by participating in decision-making processes. This involvement fosters a sense of ownership and allows them to contribute their ideas, which can lead to innovative solutions and improved work practices **[1an]**. Additionally, democratic leadership promotes teamwork among employees, such as those in the sales and marketing departments **[1app]**. By involving team members in collective decision-making, the organization benefits from diverse perspectives and faster decision-making. This collaborative approach increases motivation and can lead to higher productivity and output **[1an]**.

On the other hand, there could be delays **[1k]** in the furniture company **[1app]** decision-making, as everyone's opinion must be sought, delaying the implementation of decisions **[1an]**.

In conclusion, the democratic leadership style is the best as it promotes job satisfaction, thus the workers are very productive, which could lead to high profits **[2ev]**.

QUESTION 4

The question was on Trade Unions and Communication. Candidates fairly attempted this question, with some performing well and others not so well. The candidates seemed to confuse facts by identifying wrong facts and losing marks.

(a) The question had varied performance as some candidates correctly identified the types of strikes and earned all 3 marks, whilst others identified types of industrial action and scored 0. This question required the candidates to “state **three** types of strikes that Senzakonke Plc workers could have engaged in”.

The **expected answers** include:

- Token strike [1k]
- All-out strike or Mass stay away [1k]
- Wild cat strike [1k]
- Selective strike [k]

(b) The candidates were expected to “define the term effective communication to Senzakonke Plc management. Some candidates failed to fully define the term, giving a definition of communication rather than effective communication, and also failed to apply, leaving them with just 1 mark. However, some were able to define effective communication, thus earning full marks if applied to the case. The definition must have the exchange of information, a clear understanding, and the provision of feedback by the receiver.

An **expected answer**:

- The purpose of exchanging ideas, thoughts, opinions, knowledge, and data, so that a message [1k] on furniture orders [1app] is received and understood with clarity and purpose [1k].
- Purpose of transmitting information from the sender [k], which could be a furniture customer [app], through a selected method or channel to the receiver with a purpose that can be understood with clarity [k].

(c) In this question, candidates were required to “explain **three** barriers to effective communication that could have affected Senzakonke Plc workers”. Most candidates were able to identify the barriers, but could not analyse them. Some mixed up the analysis by using the analysis of a different barrier, leading to the loss of marks. Some candidates analysed the barriers correctly, but lost marks for the application. This showed that candidates do not prepare well for exams, hence they confuse facts. For example, candidates would identify physiological factors and explain them by saying, “it is when the carpenters are angry and therefore will not be able to pass on a message effectively”. This is a correct analysis for psychological factors, not physiological. This highlights the importance of understanding the differences between barriers and being able to apply them accurately within a given context.

An example of a correct answer:

- Physical barriers **[1k]** – these could be noise from the machines and equipment used in the workshop **[1app]**. They can make the communicating parties not hear the message **[1an]**.
- Geographical distance **[1k]** – when the workshop manager **[1app]** tries to communicate with a worker who is a couple of meters away from him by shouting, the worker may fail to get the message and thus provide no feedback or the wrong feedback **[1an]**.

(d) Candidates were expected to use information from Appendix A, along with other relevant knowledge, to evaluate the benefits for Senzakonke Plc workers of joining a trade union. Overall performance on this question was fair. However, some candidates confused the advantages and disadvantages, suggesting a lack of understanding of the stakeholder in question. It is essential for candidates to carefully identify the stakeholder the question is focused on before responding.

Additionally, some candidates provided relevant analysis, but failed to reference or apply information from Appendix A. As a result, they lost the application mark associated with using the Appendix. The question specifically required the use of Appendix A for analysis, as this demonstrates application. To score full marks, candidates needed to analyse both the advantages and disadvantages of workers joining a trade union, specifically from the workers' perspective, and to incorporate relevant details from Appendix A in their analysis. This highlights the importance of using the provided case materials to support responses and demonstrating a clear understanding of the question's requirements.

Model Answer

When workers belong to a trade union, they are trained on labour laws, which helps them understand the employer's role and their own **[1k]**. Therefore, when the carpenters have issues, they report to the union, which then engages management, rather than each worker going to management individually, which could exhaust them, as an hour is taken per worker **[1app, 1an]**. Secondly, there is strength in numbers **[k]**. This is because unionized carpenters **[1app]** and accountants are to fight as a group instead of individually, which could lead to job losses for some unfortunate workers **[1an]**.

However, it is expensive **[1k]** for the furniture business workers **[1app]** to join a trade union as they will have to pay frequent subscriptions that reduce their purchasing power **[1an]**.

In conclusion, it is beneficial for Senzakonke Plc workers to join a trade union. Through collective negotiation, the union can help improve working conditions and wages- outcomes that individual workers may struggle to achieve on their own **[2ev]**.

[5 an, 3 app, 2 ev = 10 marks]

Application words bank

JC BUSINESS STUDIES 521 EXAMINATION REPORTS - 2025

Furniture	Furnishing	Workshop
Carpenters	Tables	Beds
Senzakonke Directors/Managers	Furniture producers	Chairs
Fabric	Fabric suppliers	Designers
Interior deco	Furniture retailers	Workshop manager
Upholstery	Drivers	Timber

