GAUTENG PROVINCE
EDUCATION
REPUBLIC OF SOUTH AFRICA

PREPARATORY EXAMINATION

2020

MARKING GUIDELINES

BUSINESS STUDIES PAPER 2 (10722)

32 pages

NOTES TO MARKERS

PREAMBLE

The notes to markers are provided for quality assurance purposes to ensure the following:

(a) Fairness, consistency and reliability in the standard of marking
(b) Facilitate the moderation of candidates' scripts at the different levels
(c) Streamline the marking process considering the broad spectrum of markers across the province
(d) Implement appropriate measures in the teaching, learning and assessment of the subject at schools/institutions of learning

1. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question.

2. A comprehensive marking guideline has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:

   - Uses a different expression from that which appears in the marking guideline
   - Comes from another credible source
   - Original
   - Uses a different approach

   NOTE: There is only ONE correct answer in SECTION A.

3. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)

4. The word 'Sub-max' is used to facilitate the allocation of marks within a question or sub-question.

5. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts as well as for calculation and moderation purposes.

6. Sub-totals to questions must be written in the right-hand margin. Circle the sub-totals as indicated by the allocation of marks. This must be guided by 'max' in the marking guidelines. Only the total for each question should appear in the left-hand margin next to the appropriate question number.

7. In an indirect question, the theory as well as the response must be relevant and related to the question.

8. Correct numbering of answers to questions or sub-questions is recommended in SECTIONS A and B. However, if the numbering is incorrect, follow the sequence of the candidate's responses. Candidates will be penalised if the latter is not clear.

9. No additional credit must be given for repetition of facts. Indicate with an 'R'.

10. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:

    10.1 When 'evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance, e.g. **Positive**: *'COIDA eliminates time and costs spent*√ *on lengthy civil court proceedings.'*√

    10.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance candidates are also expected to support their responses with more depth, e.g. *'COIDA eliminates time and costs spent*√ *on lengthy civil court proceedings*√*, because the employer will not be liable for compensation to the employee for injuries sustained during working hours as long as it can be proved that the business was not negligent.'*√

    NOTE: 1. The above could apply to 'analyse' as well.
    2. Note the placing of the tick (√) in the allocation of marks.

11. The allocation of marks must be informed by the nature of the question, cognitive verb used, mark allocation in the marking guideline and the context of each question.

    Cognitive verbs, such as:

    11.1 Advise, name, state, mention, outline, motivate, recommend, suggest, *(list not exhaustive)* do not usually require much depth in candidates' responses. Therefore, the mark allocation for each statement/answer appears at the end.

    11.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, compare, tabulate, justify, analyse, evaluate, critically evaluate (*list not exhaustive*) require a greater depth of understanding, application and reasoning. Therefore, the marks must be allocated more objectively to ensure that assessing is conducted according to established norms so that uniformity, consistency and fairness are achieved.

12. Mark only the FIRST answer where candidates offer more than one answer for SECTIONS B and C, where these questions require only one answer.

13. **SECTION B**

13.1 If for example, FIVE facts are required, mark the candidate's FIRST FIVE responses and ignore the rest of the responses. Indicate by drawing a line across the unmarked portion or use the word 'Cancel'.

NOTE: This applies only to questions where the number of facts is specified.

13.2 If two facts are written in one sentence, award the candidate FULL credit. Point 13.1 above still applies.

13.3 If candidates are required to provide their own examples/views, brainstorm this at the marking centre to finalise alternative answers.

13.4 **Use of the cognitive verbs and allocation of marks:**

13.4.1 If the number of facts are specified, questions that require candidates to 'describe/discuss/explain' may be marked as follows:

- Fact 2 marks (or as indicated in the marking guidelines)
- Explanation 1 mark (two marks will be allocated in Section C)

The 'fact' and 'explanation' are given separately in the marking guideline to facilitate mark allocation.

13.4.2 If the number of facts required is not specified, the allocation of marks must be informed by the nature of the question and the maximum mark allocated in the marking guideline.

13.5 **ONE mark may be awarded for answers that are easy to recall, requires one word answers or is quoted directly from a scenario/case study. This applies to SECTIONS B and C in particular (where applicable).**

14. **SECTION C**

14.1 The breakdown of the mark allocation for the essays is as follows:

Introduction	**Maximum: 32**
Content	
Conclusion	
Insight	**8**
TOTAL	**40**

14.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, a body, and a conclusion?	**2**
Analysis and interpretation	Is the candidate able to break down the question into headings/subheadings/interpret it correctly to show understanding of what is being asked? Marks to be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks): 1 (One 'A')	**2**
Synthesis	Are there relevant decisions/facts/responses made based on the questions? Marks to be allocated using this guide: No relevant facts: 0 (Two '-S') Some relevant facts: 1 (One '-S') Only relevant facts: 2 (No '-S') Option 1: Where a candidate answers 50% or more of the question with only relevant facts; no '-S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis. Option 2: Where a candidate answers less than 50% of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 3: Where a candidate answers less than 50% of the question with no relevant facts; two '-S' appear in the left margin. Award a ZERO mark for synthesis.	**2**
Originality	Is there evidence of examples based on recent information, current trends and developments?	**2**
	TOTAL FOR INSIGHT:	**8**
	TOTAL MARKS FOR FACTS:	**32**
	TOTAL MARKS FOR ESSAY (8 + 32):	**40**

NOTE:
1. **No marks will be awarded for contents repeated from the introduction and conclusion.**
2. **The candidate forfeits marks for layout if the words INTRODUCTION and CONCLUSION are not stated.**
3. **No marks will be awarded for layout, if the headings INTRODUCTION and CONCLUSION are not supported by an explanation.**

14.3 Indicate insight in the left-hand margin with a symbol e.g. ('L, A, -S and/or O').

14.4 The breakdown of marks is indicated at the end of the suggested answer/marking guideline to each question.

14.5 Mark all relevant facts until the SUB-MAX/MAX mark in a subsection has been attained. Write SUB-MAX/MAX after maximum marks have been obtained, but continue reading for originality "O".

14.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows: (L – Layout, A – Analysis, S – Synthesis, O – Originality) as in the table below.

CONTENT	**MARKS**
Facts	**32 (max.)**
L	**2**
A	**2**
S	**2**
O	**2**
TOTAL	**40**

14.7 When awarding marks for facts, take note of the sub-maximum indicated, especially if candidates do not make use of the same sub-headings. Remember, headings and sub-headings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See MARK BREAKDOWN at the end of each question.)

14.8 If the candidate identifies/interprets the question INCORRECTLY, then he/she may still obtain marks for layout.

14.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/sub-headings as indicated in the marking guideline.

14.10 14.10.1 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.

14.10.2 With effect from November 2015, the TWO marks will not necessarily appear at the end of each completed sentence. The ticks (√) will be separated and indicated next to each fact, e.g. 'Product development is a growth strategy √, where businesses aim to introduce new products into existing markets.'√

This will be informed by the nature and context of the question, as well as the cognitive verb used.

14.11 With effect from November 2017, the maximum of TWO (2) marks for facts shown as headings in the marking guidelines, will not necessarily apply to each question. This would also depend on the nature of the question.

SECTION A (COMPULSORY)

QUESTION 1

1.1
1.1.1 A√√
1.1.2 B√√
1.1.3 A√√
1.1.4 C√√
1.1.5 D√√

(5 x 2) (10)

1.2
1.2.1 Johannesburg Securities Exchange√√
1.2.2 Debenture√√
1.2.3 Retirement annuities√√
1.2.4 Tax evasion√√
1.2.5 Decision making√√

(5 x 2) (10)

1.3
1.3.1 F√√
1.3.2 G√√
1.3.3 E√√
1.3.4 H√√
1.3.5 I√√

(5 x 2) (10)

[30]

TOTAL SECTION A: 30

BREAKDOWN OF MARKS

QUESTION	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

QUESTION 2: BUSINESS VENTURES

2.1 **Meaning of insurance**

- Insurance refers to cover for a possible event√ that may cause a specified loss/damage.√
- An agreement whereby the insurer undertakes to indemnify the insured√ in the event of a specified loss/damage.√
- The insured has to pay a premium√ for specified losses/damages covered.√
- A contract between a person/business/insured requiring insurance cover √and the insurance company/insurer bearing the financial risk.√

Any other relevant answer related to the meaning of insurance

Max (4)

2.2 **Leadership styles identified from statements**

2.2.1 Laissez-Fair/Free Reign√√

2.2.2 Transactional√√ **(4)**

2.3 **Situational leadership theory**

- Different leadership characteristics√ are needed for different situations.√
- The task/situation dictates the leadership style that should be applied√, so leaders are adaptable/flexible/self-assured.√
- Relationships between leaders and employees√ are based on mutual trust/respect/loyalty/integrity/honesty.√
- Leaders have the ability to 'read' the situation√ and get the most suitable people in the right positions to complete tasks successfully.√
- It enables leaders to use different leadership styles√ to accomplish their goals.√
- Leaders analyse group members/objectives/time constraints√, then adopt a suitable/relevant leadership style.√
- May lead to conflict when leaders use different leadership styles√ when managing employees in different situations.√
- Its success depends on the kind of relationship√ that exists between the leader and followers/subordinates/employees.√

Any other relevant answer related to the situational leadership theory

Max (4)

2.4 **Type of investment from the scenario**

2.4.1 RSA Retail Savings Bonds/Government (RSA) Retail Savings Bonds√√ **(2)**

2.4.2 **Impact of RSA Retail Savings Bonds/Government (RSA) Retail Bonds on investors**

Positives/Advantages

- Guaranteed returns√, as interest rate is fixed for the whole investment period.√
- Interest rates are market related√ and attract more investors.√
- Interest can be received√ twice a year.√
- Interest is usually higher√ than on fixed deposits.√
- Retail bonds are listed√ on the capital bond markets/on the JSE.√
- Low risk/Safe investment√, as it is invested with the South African Government which cannot be liquidated.√
- No charges/costs/commissions√ payable on this type of investment.√
- Investment may be easily accessible, √as cash may be withdrawn after the first twelve months.√
- It is an affordable type of investment√ for all levels of income earners including pensioners.√
- Retail bonds are easily/conveniently obtained √electronically/from any Post Office/directly from National Treasury.√
- Investors younger than 18 years/Minors may invest√ with the help of a legal guardian, which encourages saving from a young age.√

Any other relevant answer related to the positive impact/advantages of RSA Retail Savings Bonds/Government Retail Bonds on investors

AND/OR

Negatives/Disadvantages

- Retail bonds cannot be ceded to banks √as security for obtaining loans.√
- A minimum of R1 000 must be invested√, which may be difficult for some small investors to accumulate.√
- Retail bonds are not freely transferable √among investors.√
- Investors need to have valid SA identification/should be older than 18 years √which may discourage foreigners/young people from investing.√
- Penalties are charged for early withdrawals√, if the savings is less than 12 months old.√

Any other relevant answer related to the negative impact/disadvantages of RSA Retail Savings Bonds/Government Retail Bonds on investors

NOTE:

1. **Do not award marks for responses quoted from the scenario.**
2. **Award marks for relevant advantages if the type of investment was incorrectly identified in QUESTION 2.4.1.**

Max (6)

2.5 **Differences between a private company and public company**

PRIVATE COMPANY	PUBLIC COMPANY
- May not offer shares√ to the general public√	- Trades its shares publicly √on the Johannesburg Securities Exchange√
- Shares are not freely√ transferable.√	- Shares are freely√ transferable.√
- Minimum of one√ director√	- Minimum of three√ directors√
- Name must end with Proprietary Limited/(Pty) Ltd.√	- Name must end with Limited/Ltd.√
- Annual financial statements need not be audited√ and published.√	- Annual financial statements need to be audited√ and published.√
- Does not need to publish a prospectus√ as it cannot trade its shares publicly.√	- Have to register and publish a prospectus√ with the Companies and Intellectual Property Commission/CIPC√
- The company is not required to raise the minimum subscription/issue√ minimum shares.√	- Must raise a minimum subscription√ prior to commencement of the company√
Any other relevant answer related to a private company	Any other relevant answer related to a public company
Sub max (4)	Sub max (4)

NOTE:

1. **The answer does not have to be in tabular format.**
2. **The differences do not have to link but must be clear.**
3. **Award a maximum of FOUR (4) marks if the differences are not clear/Mark either a private company or public company.**

Max (8)

2.6 **Scenario on compound interest**

2.6.1 **Calculation of compound interest**

Option 1
Year 1: R7 000√ x 9% = R630 √
Year 2: R7 630√ x 9% = R686,70√
Total interest = R1 316,70 √

OR

Option 2
FORMULA: P x (1 + r)n√
R7 000√ x (1+9/100)² √
R7 000 x (1+0.9)² = R8 316,70√
Total interest = R8 316,70 – R7 000
= R1 316,70√

NOTE:

1. **Allocate full marks (4) if the answer is correct and no workings are shown.**
2. **If workings were shown correctly, but the final answer is wrong, award a maximum of THREE marks.**
3. **If the answer is incorrect, award a maximum of ONE mark for the understanding of concept and method.**

Max (4)

2.7 **Factors that should be considered when making investment decisions**

2.7.1 **Return on investment**

- Refers to income from the investment, namely interest/dividends/ increased capital growth√ on the original amount invested. √
- High risk investments√ yield higher returns. √
- Generally, there will be a direct√ link between risk and return. √
- The return should be expressed as net after-tax gains √ on the investment. √
- Returns can be in the form of capital gains√ where the asset appreciates in value over time. √

Any other answer relevant to return on investment as a factor that must be considered when making an investment decision.

Max (4)

2.7.2 **Inflation rate**

- People are affected by a high inflation rate√, because their money/ purchasing power decreases.√
- The return on investment should be higher√ than the inflation rate.√
- Inflation has a positive effect on some investments such as property /shares√ where the income will increase as inflation increases.√

Any other relevant answer relating to inflation rate as a factor that must be considered when making an investment decision

Max (4)

[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
2.1	4
2.2	4
2.3	4
2.4.1	2
2.4.2	6
2.5.	8
2.6	4
2.7.1	4
2.7.2	4
TOTAL	40

QUESTION 3: BUSINESS ROLES

3.1 **Human rights in the workplace**

- Privacy√
- Respect/Dignity√
- Equity√
- Freedom of speech and expression√
- Information√
- Safety/Security and protection/Life√

NOTE: Mark the first TWO only. **(2 x 1) (2)**

3.2 **Stages of team development.**

3.2.1 Forming √√

3.2.2 Norming/Settling/Reconciliation√√

3.2.3 Adjourning/Mourning√√ **(6)**

3.3 **Causes of conflict in the workplace**

- Lack of proper communication√ between management and workers√
- Ignoring rules/procedures√ may result in disagreements and conflict√
- Management and/or workers √may have different personalities/backgrounds√
- Different values/levels of knowledge/skills/experience√ of managers/workers√
- Little/no co-operation√ between internal and external parties/stakeholders√
- Lack of recognition for good work √e.g. a manager may not show appreciation for extra hours worked to meet deadlines.√
- Lack of employee development may increase frustration levels√ as workers may repeat errors due to lack of knowledge/skills.√
- Unfair disciplinary procedures√ e.g. favouritism/nepotism√
- Little/no support from management√ with regards to supplying the necessary resources and providing guidelines√
- Leadership styles used√ e.g. autocratic managers who may not consider worker inputs√
- Unrealistic deadlines/Heavy workloads√ lead to stress resulting in conflict.√
- Lack of agreement on mutual matters√ e.g. remuneration/working hours√
- Unhealthy competition/Inter- team rivalry √may cause workers to lose focus on team targets.√
- Lack of commitment/Distracted by personal objectives√ which may lead to an inability to meet pre-set targets.√
- Constant changes√ may cause instability.√
- Lack of clarity√ regarding employees' roles and responsibilities√

Any other relevant answer related to the causes of conflict in the workplace.

Max (6)

3.4 **Problem solving technique from the scenario**

3.4.1 Delphi Technique√√ **(2)**

3.4.2 **Advantages of the Delphi technique for businesses**

- Businesses may use a group of experts√ without bringing them together.√
- The experts will give the business clear ideas/solutions√ on how to improve on productivity/profitability.√
- Information received from experts√ can be used to solve complex business problems.√
- Experts may give honest/credible opinions√ as they do not have a direct/personal interest in the business.√
- Conflict may be avoided √especially if all employees are knowledgeable and well qualified.√
- Dominating employees may not take over the process√ as they do not form part of the problem-solving process.√
- It reduces noise levels in an office environment√ since there is no group discussions.√

Any relevant answer related to the advantages of the Delphi technique.

Max (4)

3.5 **Distinction between Corporate Social Responsibility (CSR) and Corporate Social Investment (CSI)**

CORPORATE SOCIAL RESPONSIBILITY (CSR)	CORPORATE SOCIAL INVESTMENT (CSI)
- The intention is to change√ business practices. √	- Actively committing money and resources√ to uplift the community√
- Focus is on increasing the image√ and profits√	- Focus is on the upliftment of the community√ without a return on investment√
- Ensure that all internal CSR policies/practices√ include stakeholders' interests/environmental issues	- Ensure that CSI projects are relevant √to the needs of communities.√
- Often intended √as a marketing initiative√	- Intended to benefit and uplift communities√ through social development.√
- Projects are usually linked to the business√ e.g. a manufacturing business offering to train the unemployed.√	- Projects are external to the business√ and have a strong developmental approach.√
Any other relevant answer related to corporate social responsibility	Any other relevant answer related to corporate social investment.
Sub max (4)	Sub max (4)

NOTE:

1. **The answer does not have to be in tabular format.**
2. **The distinction does not have to link but must be clear.**
3. **Award a maximum of FOUR (4) marks if the distinction is not clear/Mark either corporate social responsibility/corporate social investment.**

Max (8)

3.6 **Types of difficult personalities**

EMPLOYEES	TYPE OF DIFFICULT PERSONALITY	MOTIVATION
Edith	Expert√√	Edith refuses to take instructions from senior management as she feels she has enough experience and knows what is required of her √
Zama	Over-agree √√	Zama always makes promises that she cannot keep.√
	Sub max (4)	Sub max (2)

NOTE: Do not award marks for the motivation if the type of difficult personality was incorrectly identified.

Max (6)

3.7 **Ways in which businesses can contribute to the well-being of employees**

- Pay fair wages/salaries to the workers based on the nature of their work and prevailing economic conditions.√√
- Working conditions should include safety/medical/canteen facilities/benefits like housing/leave/retirement etc.√√
- Pay fair bonuses based on business earnings, as acknowledgement for hard work and commitment.√√
- Provide for employees' participation in decision-making that affects them.√√
- Provide recreational facilities for employees.√√
- Offer annual physical/medical assessments to workers.√√
- Make trauma debriefing/counselling/assistance available to any employee who requires these services.√√
- Offer financial assistance in the case of any hardship caused by unexpected medical costs.√√
- Allow flexible working hours to enhance productivity.√√
- Offer support programmes for employees infected and affected by HIV/AIDS.√√
- Make childcare facilities available on the premises for working mothers in the business.
- Start a nutritional programme so that employees can enjoy one meal per day to keep them in a healthy condition.
- Give time to staff to get involved in projects they choose/Allow staff to use some of the working hours to participate in the projects of their choice.

- Encourage employees to stay fit and healthy by getting them involved in health activities to minimize stress/substance abuse/obesity.
- Provide transport for employees who work unusually long hours.
- Establish coaching and mentoring programmes for junior employees.
- Conduct team-building sessions to improve employees' morale.
- Encourage employees to attend capacity-building workshops/training programmes/staff-development programmes/team-development programmes.

Any other relevant answer related to the ways in which businesses can contribute to the well-being of employees

NOTE: Mark the first THREE (3) only.

(3 x 2) (6)

[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	2
3.2.	6
3.3.	6
3.4.1	2
3.4.2	4
3.5.	8
3.6	6
3.7	6
TOTAL	40

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 **Unemployment Insurance Fund (UIF) benefits**

- Unemployment benefits√
- Illness benefits/Sickness/Disability√
- Maternity benefits√
- Adoption benefits√
- Dependants' benefits√

NOTE: Mark the first THREE (3) only.

(3 x 1) (3)

4.2 **Factors that should be considered in the next presentation**

- The presenter should revise objectives that were not achieved.√√
- Use humour appropriately.√√
- Always be prepared to update/keep the information relevant.√√
- Reflect on any problem/criticism and avoid it in future presentations.√√
- Any information that the presenter receives as feedback from a presentation should be analysed and where relevant, incorporated/used to update/amend his presentation.√√
- Reflect on the time/length of the presentation to add/remove content.√√
- Increase/Decrease the use of visual aids or replace/remove aids that do not work well.√√
- Reflect on the logical flow of the format/slides/application of visual aids.√√

Any other relevant answer related to factors that a presenter should consider in his/her next presentation

NOTE: Mark the first TWO (2) only. **(2 x 2) (4)**

4.3 **The meaning of security as a principle of insurance**

- Applies to long-term insurance√ where the insurer undertakes to pay out an agreed upon amount in the event of loss of life.√
- A pre-determined amount will be paid out√ when the insured reaches a pre-determined age/or gets injured due to a pre-determined event.√
- Aims to provide financial security to the insured√ at retirement/the dependants of the deceased.√

Any other relevant answer related to the meaning of security as a principle of insurance

Max (4)

4.4 **Advantages of a state-owned company (SOC)**

- Profits may be used to finance√ other state departments/reduce taxes.√
- Offer essential services√ which may not be offered by the private sector√
- Prices are kept reasonable/Create sound competition with the private sector√ to make services affordable to more citizens.√
- Wasteful duplication of services√ is eliminated.√
- Planning can be co-ordinated√ through central control.√
- Generates income√ to finance social programmes.√
- Jobs are created√ for all skills levels.√

Any other relevant answer related to the advantages of a state-owned company (SOC)

Max (4)

4.5 **The role of personal attitude in successful leadership from the scenario**

4.5.1
- Musa, the owner of Manana Lodge has a positive attitude.√
- He also knows that there is always more to learn.√

NOTE: Mark the first answer only. (1)

4.5.2 **Other roles of personal attitude in successful leadership**

- A leader's good/bad attitude can influence the success/failure of the business.√√
- Leaders must know their strengths and weaknesses to apply their leadership styles effectively.√√
- Great leaders understand that the right attitude will set the right atmosphere.√√
- Leaders' attitudes may influence employees'/teams' thoughts/behaviour.√√
- Leaders should model the behaviour that they want to see in team members.√√
- Successful leaders consider the abilities/skills of team members to allocate tasks/roles effectively.√√
- Enthusiasm produces confidence in a leader.√√
- Successful employees and leaders have a constant desire to work and achieve personal/professional success.√√

Any other relevant answer related to other roles of personal attitude in successful leadership

Note:

1 Do not award marks for responses that are quoted in the scenario

2 Mark the first TWO (2) only. (2 x 2) (4)

BUSINESS ROLES

4.6 **Types of unprofessional and unethical business practices from statements**

4.6.1 Unauthorised use of workplace funds and resources √√
4.6.2 Sexual harassment√√
4.6.3 Unfair advertising√√

Max (6)

4.7 **Application of accountability as a King Code principle for good corporate governance**

- There must be regular communication√ between the management and stakeholders.√
- Businesses should be accountable/responsible√ for all their decisions/actions.√
- The company should appoint internal and external auditors√ to audit their financial statements.√
- The board should ensure that the company ethics√ are effectively implemented.√
- Businesses should present accurate annual reports√ at the Annual General Meeting (AGM).√
- Top management should ensure that other levels of management are clear about their roles and responsibilities√ to improve accountability.√

Any other relevant answer related to how businesses should apply accountability as a King Code principle for good corporate governance

Max (4)

4.8 **The advantages of creative thinking in the workplace**

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

Any other relevant answer related to the advantages of creative thinking in the workplace.

Max (4)

4.9 **Correct procedures to deal with grievances in the workplace**

- An aggrieved employee must verbally report the incident/grievance to his/her supervisor/manager, who needs to resolve the issue within 3 to 5 working days.√√
- Should the employee and supervisor not be able to resolve the grievance, the employee may take it to the next level of management.√√
- The employee may move to a more formal process where the grievance must be lodged in writing/completes a grievance form.√√
- The employee must receive a written reply in response to the written grievance. √√
- A grievance hearing/meeting must be held with all relevant parties present.√√
- Minutes of the meeting must be recorded and any resolution passed must be recorded on the formal grievance form.√√
- Should the employee not be satisfied, then he/she could refer the matter to the highest level of management.√√
- Top management should arrange a meeting with all relevant parties concerned.√√
- Minutes of this meeting should be filed/recorded and the outcome/decision must be recorded on the formal grievance form.√√
- Should the employee still not be satisfied, he/she may refer the matter to the CCMA who will make a final decision on the matter.√√
- The matter can be referred to Labour Court on appeal if the employee is not satisfied with the decision taken by the CCMA.√√

Any other answer related to the correct procedure to deal with grievance in the workplace

Max (6)
[40]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	3
4.2	4
4.3	4
4.4	4
4.5.1	1
4.5.2	4
4.6	6
4.7	4
4.8	4
4.9	6
TOTAL	40

TOTAL SECTION B: [80]

SECTION C

Mark the first question only.

QUESTION 5: BUSINESS VENTURES (PRESENTATION AND DATA RESPONSE)

5.1 **Introduction**

- A multimedia presentation will help the audience to understand/clarify the topic.√
- A well-designed multimedia presentation enables/enhances the quality of a presentation and makes it memorable.√
- PowerPoints and visual aids can be useful in presenting information to members of the audience who learn best through visuals.√
- A presenter should be able to respond to questions in a professional and non-aggressive manner so that clarity is given to the audience.√

Any other relevant introduction related to a multimedia presentation/ factors to be considered when presenting/PowerPoint/hand-outs/handling feedback after a presentation.

Max (2)

5.2 **Aspects that must be considered when designing a multimedia presentation**

- Start with the text/headings.√√
- Use legible font and font size.√√
- Select the background.√√
- Choose images that may help to communicate the message.√√
- Include/Create graphics.√√
- Add special effects/sound/animation.√√
- Create hyperlinks to allow quick access to other files/documents video clips.√√
- Keep slides/images/graphs simple.√√
- Make sure there are no grammatical/spelling errors.√√
- Use bright colours to increase visibility.√√
- Structure information in a logical sequence.√√
- Limit the information on each slide.√√
- Use pictures to make it interesting for the audience.√√

Any other relevant answer related to aspects that must be considered when designing a multimedia presentation

Max (10)

5.3 **Factors that must be considered by the presenter while presenting**

- Sam should establish credibility√ by introducing himself as the presenter at the start.√
- Mention/Show most important information√ first.√
- Make the purpose/main points of the presentation clear√ at the start of the presentation.√
- Use suitable √section titles/headings/sub-headings/bullets.√
- He must summarise the main points of the presentation√ to conclude the presentation.√
- Stand in a good position/upright, √where the audience can clearly see the presenter/presentation.√
- Avoid hiding√ behind equipment.√
- Do not ramble on at the start, √to avoid losing the audience/their interest.√
- Capture listeners' attention/Involve the audience with a variety of methods,√ e.g. short video clips/sound effects/humour, etc.√
- Maintain eye contact √with the audience.√
- Be audible√ to all listeners/audience.√
- Vary the tone of voice/tempo within certain sections√ to prevent monotony.√
- Make the presentation interesting√ with visual aids/anecdotes/examples√/Use visual aids√ effectively.√
- Use appropriate gestures,√ e.g. use hands to emphasize points.√
- Speak with energy √and enthusiasm.√
- Pace yourself√/Do not rush or talk too slowly.√
- Keep the presentation short√ and simple.√
- Conclude/End with a strong/striking ending√ that will be remembered.√
- Ensure that the audience will leave with/take away √specific information/benefits.√
- Include a statement/quote √that will allow a professional/striking ending.√
- Sam should manage time effectively√ to allow time for questions.√

Any other relevant answer related to the factors that Sam/presenter should consider while presenting

Max (12)

5.4 **Impact of PowerPoint and hand-outs**

5.4.1 **Impact of PowerPoint**

Positives/Negatives

- Graphic programmes have the capacity to convey ideas√ and support what the presenter says.√
- Easy to combine√ with sound/video clips√
- Simple/Less cluttered slides√ may capture the interest of the audience.√
- Video clips can provide variety√ and capture the attention of the audience.√
- Variations of colour/background/sound immediately capture the attention of the audience√ and retain their interest throughout the presentation.√
- Slides should only be used√ where they can enhance the facts or summarise information.√

Any other relevant answer related to the positive impact/advantages of PowerPoint as a type of visual aid

AND/OR

Negatives/Disadvantages

- Unprofessional handling of the data projector/PowerPoint presentation material√ may lead to irritation/may result in the audience losing interest.√
- Less effective to people with visual impairments.√
- Simply reading off the slides√ makes a presentation boring/meaningless.√
- Unable to show slides√ without electricity/data projector.√

Any other relevant answer related to the negative impact/disadvantages of PowerPoint as a type of visual aid.

Sub max (8)

5.4.2 **Impact of handouts, etc.**

Positives/Advantages

- Meaningful handouts may be distributed at the start of the presentation√ to attract attention/encourage participation.√
- Notes/Hard copies of the slide presentation can be distributed at the end of the presentation√ as a reminder of the key facts of the presentation.√
- Extra information, e.g. contact details/price lists may be handed out√ to promote the services of the business.√
- Useful information for improving the next presentation may be obtained√, when the audience completes feedback questionnaires after the presentation.√
- It is easy to update hand-outs√ with recent information or developments.√
- Notes may be compared√ with electronic slides to validate the accuracy.√

Any other relevant answer related to the positive impact/advantages of hand-outs as a type of visual aid

AND/OR

Negatives/Disadvantages

- Handouts cannot be combined with audio material√, so it only focuses on the visual aspects of support material.√
- Handing out material at the start of the presentation√ may distract/lose audience attention.√
- As it only summarises key information,√ some details might be lost/omitted.√
- Printed material is expensive√ and it is easy to lose hard copies.√
- Increases the risk of unauthorised duplication/use√ of confidential information.√

Any other relevant answer related to the negative impact/disadvantages of hand-outs as a type of visual aid

Sub max (8)

Max (16)

5.5 **Responding to questions in a professional and non-aggressive manner**

- Sam should stand throughout the feedback session.√√
- Be polite/confident/courteous when responding to questions.√√
- Ensure that each question/comment is clearly understood before responding/re-phrase questions if uncertain.√√
- Sam should first listen and then respond.√√
- Provide feedback as soon as possible after the question was asked or after the session.√√
- Be direct/honest/sincere when responding to questions.√√
- Use simple language to support the examples used in the presentation.√√
- Keep answers short and to the point.√√
- Encourage questions from the audience/investors.√√
- Always address the questions and not the person.√√
- Acknowledge good questions to motivate audience to ask more questions.√√
- Sam should not involve himself in a debate when responding to questions.√√
- Sam should not avoid the questions if he does not know the answer, but rather promise feedback on it.√√
- Address the full audience/investors and not only the person who posed the question.√√

Any other relevant answer related to factors that must be considered when responding to questions in a professional and non-aggressive manner

Max (8)

5.6 **Conclusion**

- A multimedia presentation enables the presenter to capture important facts that are supported by relevant visual aids.√√
- A well-prepared presentation creates a good impression and will attract potential investors.√√
- A good presentation promotes the image of the business/owner/management.√√
- Being professional during a presentation/feedback/questions session should contribute to the success of the presentation.√√
- Hand-outs enable the audience to go through the presentation before and after the presentation √√

Any other relevant conclusion related to a multimedia presentation/factors to be considered when presenting/PowerPoint/hand-outs/handling feedback after a presentation

Max (2)

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	**2**	**Max 32**
Designing a multi-media presentation	**10**	
Factors that must be considered by the presenter while presenting	**12**	
Impact of PowerPoint & hand-outs	**16**	
Responding to questions in a professional/non-aggressive manner	**8**	
Conclusion	**2**	**8**
INSIGHT		
Layout	**2**	
Analysis, interpretation	**2**	
Synthesis	**2**	
Originality/Examples	**2**	
TOTAL MARKS		**40**

LASO – For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if some requirements are met.
Allocate 0 marks where requirements are not met at all.

QUESTION 6: BUSINESS ROLES (DIVERSITY AND ENVIRONMENTAL ISSUES)

6.1 **Introduction**

- Businesses employ people from different backgrounds resulting in a diverse workforce.√
- Diversity refers to the variety of people employed based on age/gender/ race/ethnic groups/material wealth/personalities etc.√
- Businesses should have systems in place to support and deal with race, language, age etc.√
- The health and safety representatives play a crucial role in checking on the effectiveness of health and safety measures in the workplace.√

Any other relevant introduction related to the benefits of diversity in the workplace/dealing with race/language/age/role of health and safety representatives

Max (2)

6.2 **Benefits of diversity in the workplace**

- Workplace diversity improves the ability of a business to solve problems/innovate and cultivate diverse markets.√√
- Employees value each other's diversity and learn to connect and communicate across lines of differences.√√
- Diversity in the workforce improves morale and motivation√√
- Employees demonstrate greater royalty to the business because they feel accepted/understood/respected.√√
- A diversified workforce can give businesses a competitive advantage as they render better services.√√
- Being respectful of differences/demonstrating diversity makes good business sense/improves profitability.√√
- Diverse businesses ensure that their policies/practices empower every employee to perform at his/her full potential.√√
- Customers/Stakeholders increasingly evaluate businesses on how they manage diversity in the workplace.√√
- Employees from different backgrounds can bring different perspectives to the business.√√
- A diversified workforce stimulates debate on new and improved ways of getting things done.√√
- Employees represent various groups and are therefore better able to recognize customer needs/satisfy consumers.√√
- Businesses with a diverse workforce are more likely to have a good public image and attract more customers.√√

Any other relevant answer related to the benefits of diversity in the workplace

Max (12)

6.3 **Dealing with race, language and age as diversity issues in the workplace**

Dealing with race in the workplace

- Business should implement affirmative action√ policies as required by law.√
- No discrimination √should be made based on skin colour.√
- Comply with the Employment Equity Act and BBBEE when appointing people√.
- Ensure that the workplace is diverse√ by employing people from different race groups√
- When appointments are made, √ previously disadvantaged people should get preferential treatment.√

Any other relevant answer related to how businesses could deal with race as a diversity issue

Sub Max (6)

Dealing with language in the workplace

- Businesses may specify that all communication must be in one specific language only√ and would expect employees to have a certain level of fluency in that language√
- Provide training in the official language√ of the business√
- Employ an interpreter√ so that everyone can fully understand what is being said in the meeting.√
- All business contracts should be in easy-to-understand language√, and should be available in the language of choice for the relevant parties signing the contract.√
- No worker should be excluded in the meetings√ conducted in one language√

Any other relevant answer related to how businesses could deal with language as a diversity issue in the workplace

Sub Max (6)

Dealing with age in the workplace

- Promotions should not be linked to age, √ but rather to a specific set of skills.√
- A business may not employ children√ aged 15 or younger√
- The ages of permanent workers should vary from 18 to 65√ to include all age groups.√
- A business may employ a person who is older than the normal retirement age√ provided that the person is the most suitable candidate.√
- Businesses must encourage older employees to help young employees√ to develop their potential.√
- Young employees must be advised to respect√ and learn from older employees.√
- The business should encourage employees to be sensitive√ to different perspectives of various age groups.√

Any other relevant answer related to how businesses could deal with age as a diversity issue in the workplace

Sub Max (6)

Max (18)

6.4 **Explain ways in which businesses can protect the environment and promote human health**

- Adhere to laws/regulations so that profits are not generated√ at the expense of the environment.√
- Consider pollution/other environmental issues in all business activities.√ e.g. safe disposal of waste/dumping of toxic waste, etc.√
- Become involved√ in environmental awareness programs.√
- Protect the environment by altering production techniques√ in favour of cleaner and greener technologies.√
- Water for human consumption√ is tested before it is used.√
- Promote nature conservation√ by looking after natural resources.√
- Minimise pollution√, by re-using/reducing/recycling.√
- Reduce consumption of goods/services√ which are environmentally unfriendly.√
- Register/Engage with recognised institutions/bodies√ that promote green peace.√
- Ensure that physical working conditions are worker-friendly/safe/ adequate√ in promoting occupational health.√
- Maintain/Service√ machines regularly.√
- Educate people√ about hygiene/health issues.√
- Encourage employees√ to do regular health checks.√

Any other relevant answer related to ways in which businesses can protect the environment and human health

Max (8)

6.5 **Advise businesses on the roles of the health and safety representative in protecting the workplace environment**

- Ensure that protective clothing is provided/available to all workers.√√
- Identify potential dangers in the workplace.√√
- Initiate/Promote/Maintain/Review measures to ensure the health and safety of workers.√√
- Check/Monitor the effectiveness of health and safety measures with management.√√
- Ensure that all equipment that is necessary to perform work is provided/maintained regularly√√
- Promote safety training so that employees avoid potential dangers/ act pro-actively.√
- Ensure that dangerous equipment is used under the supervision of trained/qualified workers.√√
- Ensure that workers' health and safety is not endangered by hazards resulting from production/processing/storage/transportation of materials/equipment.√√
- Working together with the employer, to investigate any accidents/complaints from the workers concerning health and safety in the workplace.√√
- Ensure that employers comply with COIDA.√√

Any other relevant answer related to the roles of health and safety representatives in protecting the workplace environment

Max (8)

6.6 **Conclusion**

- Businesses should effectively deal with diversity to avoid bias/stereotypes in the workplace.√√
- Businesses should ensure that all employees are treated equally regardless of race, age, language etc.√√
- The health and safety representatives must be able to act on behalf of employees in resolving health and safety issues in the workplace.√√
- The health and safety representatives must ensure that employees work in an environment that is conducive to safety measures, procedures and rules.√√
- Businesses must put systems in place to ensure that there will be no harmful impact on the health and safety of workers.√√

Any other relevant conclusion that relates to the benefits of diversity in the workplace/race/language/age/health and safety representatives

Max (2)

QUESTION 6: BREAKDOWN OF MARK ALLOCATION

Details	**Maximum**	**Total**
Introduction	**2**	**Max 32**
Benefits of diversity	**12**	
Dealing with race, language and age in the workplace	**18**	
Ways to protect the environment and human health	**8**	
Roles of the Health and Safety representatives	**8**	
Conclusion	**2**	
INSIGHT	**2**	**8**
Layout	**2**	
Analysis, interpretation	**2**	
Synthesis	**2**	
Originality/Examples	**2**	
TOTAL MARKS		**40**

LASO
For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if some requirements are met.
Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: 40

TOTAL: 150