Education and Sport Development

Department of Education and Sport Development
Departement van Onderwys en Sport Ontwikkeling
Lefapha la Thuto le Tlhabololo ya Metshameko
NORTH WEST PROVINCE

NATIONAL

SENIOR CERTIFICATE

GRADE 12

BUSINESS STUDIES

JUNE 2019

MEMORANDUM

MARKS: 300

This memorandum consists of 30 pages.

SECTION A: COMPULSORY

QUESTION 1

1.1.
1.1.1. D √√
1.1.2. C √√
1.1.3. B √√
1.1.4. A √√
1.1.5. D √√
1.1.6. D √√
1.1.7. B √√
1.1.8. C √√
1.1.9. B √√
1.10 A √√

(10x2)(20)

1.2
1.2.1 National Skills √√
1.2.2 Leader √√
1.2.3 Grievance √√
1.2.4 Human √√
1.2.5 Quality Management √√ (5x2)(10)

1.3

1.3.1. I √√
1.3.2 A √√
1.3.3 H √√
1.3.4 G √√
1.3.5 B √√

(5x2)(10)

TOTAL SECTION A: 40

www.tec-it.com

QUESTION 2: BUSINESS ENVIRONMENTS

2.1.1 Business environment and extent of control

BUSINESS ENVIRONMENT		EXTENT OF CONTROL	
2.1.1 Micro√√	(2)	Full control√	(1)
2.1.2 Market√√	(2)	Little/Limited control/Influence√	(1)
2.1.3 Macro√√	(2)	No control√	(1)

Max (9)

NOTE: Do not award marks for an extent of control if the business environment is not correctly identified.

2.2 Porter's Five Forces model

2.2.1 Power of buyers Bargaining power of buyers/Buyer power

- Business must assess how easy it is for its buyers/customers√ to drive prices down.√
- Determine the number of buyers/the importance of each buyer to the business√ and the cost of switching to other products.√
- A few powerful buyers√ are often able to dictate terms to the business.√
- Buyers buying in bulk√ can bargain for prices in their favour.√
- If buyers/customers can do without the business's products√ they may have more power to determine the prices and terms of sale.√
- Conduct market research√ to gather more information about its buyers.√
- Any other relevant answer related to the bargaining power of buyers/buyer power as a Porter's Five Force. **Max (4)**

2.2.2 Competitive rivalry/ power of competitors

- If competitors have a unique product/service√, they have greater power/impact on the market.√
- Draw up a competitor's profile of each similar business in the area√ to determine its strength√/Business should determine how many competitors there are√ and how influential they are in the market.√
- If a business has many competitors with similar products√, the business will have very little power in the market.√
- Some businesses have the necessary resources to start price wars√ and continue selling at a loss until some/all competitors leave the market.√
- Any other relevant answer related to competitive rivalry as a Porter's Five Force. **Max (4)**

2.2.3 Threat of substitutes/alternatives

- Substitute products/services are different products/services that satisfy the same needs of consumers√ and can be used to replace one another.√
- Substitute products may cause the business√ to lose its market share.√
- If the business's product can be easily substituted, √ it weakens the power of the business in the market.
- Unique products will not be threatened √by substitute products. √
- Businesses should do market research√ to assess if customers using substitute products/services have reasons for using these alternatives Sub max (4)

Max (12)

www.tec-it.com

2.3 Legislation

2.3.1 Skills Development Act, 1998 (Act 97 of 1998)/Skills Development Act/SDA√ (1)

2.3.2 **Actions regarded as discriminatory by the Skill Development Act**

- '… only young employees are given the opportunity to learn new skills.'√
- 'Female employees are excluded from attending training.'√

NOTE: Only allocate marks for responses that are quoted directly from the scenario. (2 x 1) (2)

2.3.3 **Positive impact of the Skills Development Act (SDA) on BuhleTraders/ businesses**

- BuhleTraders (BT) may have an increased number of skilled employees in skills that are scarce.√√
- Improves productivity in the workplace.√√
- BT may be globally more competitive.√√
- Higher investment in education and training in the labour market increases profits/return on investment.√√
- BT's focus on social investment may be redirected to other challenges.√√
- Employees' quality of life may improve as they will be more employable/ promoted to senior/managerial positions.√√
- Improves work prospects and labour mobility.√√
- Self-employment and entrepreneurship are promoted.√√
- On-going skills development, learning and the acquisition of new skills are encouraged to sustain the improvement of skills development.√√
- Any other relevant answer related to the positive impact of the SDA on businesses.

Max (6)

2.4 Distinction between product development and market development

PRODUCT DEVELOPMENT	MARKET DEVELOPMENT
- Businesses generate new ideas√ - and develop a new product or - service.√	- A process of exploring/finding/ - searching new markets√ for existing products.√
- The introduction of a new product - or service√ into existing markets.√	- Businesses sell their existing - products√ to new markets√/ Involves targeting consumers in a potential market√ that is outside its normal target market.√
- A business may need to acquire - new technology√ to develop new products.√	- Business must research√ the - market it wants to enter.√
- They improve/change the - packaging of current products√ so that they look and seem different and appeal to the market.√	- They change the way the products - are distributed√ to reach a - different market.√
- Example: A cell phone - manufacturer designs a new phone√ that can also be used to make internet phone calls.√	- Example: Finding new markets√ in - other towns and cities.√
- Any other relevant answer related to product development.	- Any other relevant answer related to market development.
Sub max (4)	Sub max (4)

www.tec-it.com

NOTE: 1. The answer does not have to be in tabular format.
2. The distinction must be clear.
3. Award a maximum of FOUR (4) marks if the distinction is not clear/Mark either product development or market development.

Max (8)

2.5 **Legislation**

2.5.1 Labour Relations Act, 1995 (Act 66 of 1995)/Labour Relations Act/LRA√√ (2)

2.5.2 **Negative impact of LRA on businesses/ZTB Negatives/Disadvantage**

- Employers/ZTB may have to disclose information about workplace issues to union representatives√ that could be the core of their competitive advantage.√
- Employers may not dismiss employees at will√, as procedures have to be followed.√
- Some businesses/ZTB may feel that the LRA gives employees too much power√ as it creates lengthy procedures, e.g. consulting with workplace forums.√
- Employers may not get a court interdict√ to stop a strike. √
- Strike action always result in loss of production√ for which employers may not claim.√
- Some trade unions may not promote the mandate of their members√, but embark on industrial action, which is harmful to labour relations between employers and employees.√
- Labour disputes and bargaining council processes become disruptive/time-consuming√ and can lead to a decrease in productivity in businesses. √
- Many employees take advantage of the right to strike√ without acknowledging their responsibilities.√
- Expensive to consult labour experts/to appoint additional workers√ during strikes.√
- Any other relevant answer related to the negative impact/disadvantages of the LRA on businesses/ZTB.

NOTE: Accept relevant facts, if the Act/LRA was incorrectly identified as an answer in QUESTION 2.5.1. **Max (8)**

2.6 **Practical ways in which businesses can comply with the National Credit Act.**

- Businesses should register with the National Credit Regulator.√√
- Submit an annual compliance report to the National Credit Regulator.√√
- Obtain credit records/checks of clients before granting loans.√√
- Conduct credit affordability assessments to ensure that clients are able to meet their obligations.√√
- Offer applicants pre-agreement statements.√√
- Disclose all costs of loan/No hidden costs should be charged/added.√√
- Any other relevant answer related to ways in which businesses can comply with NCA.

NOTE: 1. Mark the first THREE (3) only.
2. Do not award marks for consumer rights.

Max (6)

2.7 **Impact of COIDA on employers**
Positives/Advantages

- Promotes safety√ in the workplace.√
- Creates a framework√ for acceptable employment practices/safety regulations.√
- Supply administrative guidelines/mechanisms√ for dealing with/processing claims.√
- Eliminates time and costs spent√ on lengthy civil court proceedings.√

www.tec-it.com

- Employers are protected from financial burden should an accident occur in the workplace√ provided that the employer was not negligent.√
- Claiming processes√ are relatively simple.√
- Makes businesses more socially responsible√ as they cannot just employ workers at random in dangerous working conditions.√
- Any other relevant answer related to the positive impact/advantages of COIDA on employers and employees.

AND/OR

Negatives/Disadvantages

- Claiming processes/procedures√ can be time-consuming.√
- Processes/Procedures required by this Act may be costly√ as paperwork places an extra administrative burden on businesses.√
- Employers have to register all their workers/make annual contributions to COIDA√, which may result in cash flow problems.√
- Employers may be forced to pay heavy penalties√ if they are found guilty of negligence/not enforcing safety measures.√
- Any other relevant answer related to the negative impact/disadvantages of COIDA on businesses. **Max (8)**

[60]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1.1	3
2.1.2	3
2.1.3	3
2.2.1	4
2.2.2	4
2.2.3	4
2.3.1	1
2.3.2	2
2.3.3	6
2.4.	8
2.5.1	2
2.5.2	8
2.6	6
2.7	6
TOTAL	60

www.tec-it.com

QUESTION 3: BUSINESS ROLES

3.1 **Economic rights of employees in the workplace**

- Freedom from forced labour.√
- Freedom to choose/accept work.√
- Fair wages/Equal pay.√
- Reasonable/Legal limitation of working hours.√
- Safe and healthy working conditions.√
- Right to join/form a trade union.√
- Right to participate in a legal strike.√
- Right to training/improvement of skills for career advancement.√
- Any other relevant answer related to the economic rights of employees in the workplace.

NOTE: Mark the first FIVE (5) only. (5 x 1) (5)
Do not allocate marks for human rights

3.2 **Unethical or unprofessional business practices**

3.2.1 Pricing of goods in the rural areas.√√

3.2.2 Unauthorised use of funds.√√

3.2.3 Abuse/Misuse of work time.√√ **Max (6)**

3.3 **Application of the brainstorming technique**

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

NOTE: 1. Do not allocate marks for advantages and disadvantages.
2. Steps could be in any order. Max (8)

3.4 **Handling conflict in the workplace**

- Acknowledge that there is conflict√ in the workplace.√
- Identify the cause of the conflict √ and evaluate the situation objectively.√
- Make intentions for intervention clear√, so that parties involved may feel at ease.√
- Arrange a meeting√ between the conflicting parties and management.√
- Blame shifting should be avoided√ and joint team solutions must be found.√
- Devise/Suggest strategies√ to solve the conflict.√
- Parties must agree√ on the best solution.√
- Direct conflicting parties√ towards finding/focusing on solutions.√

www.tec-it.com

- Select the appropriate solution√ and implement it.√
- Expertise on handling conflict√ may be sourced from outside the business.√
- Any other relevant answer related to how businesses should handle conflict in the workplace.

NOTE: If problem-solving steps do not demonstrate the handling of conflict (explanation), award a maximum of 4 marks. Max (8)

3.5 **Criteria for assessing team performance**

3.5.1 **Interpersonal attitude and bahaviour**

- Members have a positive attitude of support√ towards each other.√
- Good/Sound interpersonal relationships√ will ensure job satisfaction/increase productivity of the team.√
- Members are committed/passionate√ towards achieving a common goal/ objectives.√
- Team leader acknowledges/gives credit to members√ for positive contributions.√
- Team members must respect each other's√ skills and knowledge.√
- Any other relevant answer related to interpersonal attitudes and bahaviour as criteria for assessing team performance. **Max (2)**

3.5.2 **Communication**

- A clear set of processes/procedures for team work√, ensures that every team member understands his/her role.√
- Effective communication between team members√ can lead to quick decisions.√
- Quality feedback√ improves the morale of the team.√
- Open communication√ allows for effective solutions to problems.√
- Continuous review of team progress√ ensures that team members can rectify mistakes/act pro-actively to ensure that goals/targets are reached.√
- Any other relevant answer related to communication as criteria for assessing team performance. **Max (2)**

3.6 **Negative impact of Corporate Social Investments (CSI) on communities**

- Businesses are not always equipped√ to address social problems/challenges.√
- Communities can avoid taking responsibility for themselves√, because they depend/rely on a business's CSI initiatives√/'Hand-outs' discourage locals from taking their own initiatives√ by making them dependent on CSI- programmes.√
- Distribution of scarce resources to selected beneficiaries in the community√ may cause problems such as discrimination.√
- Some businesses only participate in CSI initiatives to raise profit√ and do not really care for the community in which they operate.√
- Businesses may not meet√ the longer term needs of society√/Businesses cannot deliver√ sustainable CSI projects.√
- The benefits of the programmes may not filter√ to the intended persons within the community.√
- Spending money on CSI means the business has to recover expenses through higher prices√ which have a negative impact on the economy.√
- Businesses tend to focus on CSI projects√ that do not directly benefit the community.√

www.tec-it.com

- Less money is available for community projects√ during unfavourable economic conditions.√
- Consumers are not easily convinced√ that a business is acting in the best interest of the community/environment.√
- A business often appears to benefit more from the CSI expenditure√ than the perceived benefits to the communities.√
- Any other relevant answer related to the negative impact of CSI on communities.

Max (8)

3.7 **Importance of team dynamic theories**

- Team dynamic theories explain√ how effective teams work/operate.√
- Businesses are able to allocate tasks√ according to the roles of team members.√
- Team members can maximise performance√ as tasks are allocated according to their abilities/skills/attributes/personalities.√
- Team members with similar strengths√ may compete for team tasks/ responsibilities that best suit their abilities/competencies.√
- Theories assist team leaders to understand the personality types of team members√ so that tasks are assigned more effectively.√
- Conflict may be minimised√ when team members perform different roles/tasks.
- Any other relevant answer related to the importance of team dynamics theories.

Maks (4)

3.8 Professional, responsible and ethical business practice

BUSINESS PRACTICE	**QUOTE FROM SCENARIO**
- Regular payment of value added tax (VAT) √√	- The financial manager ensures that VAT is paid over to SARS on time √
- Payment of fair wages. √√	- Employees are paid according to the amount of effort and time spent at work√
- Not starting / operating a business at the expense of someone else. √√	- TD does not use identical ideas from their competitors to benefit their own business. √
Sub max 6	Sub max 3

NOTE:

1. **Only allocate marks for responses that are quoted from the scenario.**
2. **The business practice must be linked to the quote from the scenario.**
3. **Do not allocate marks if the quotes are mentioned only.**

Max (9)

www.tec-it.com

3.9 **Ways to promote creative thinking in the workplace**

- Emphasise the importance of creative thinking to ensure that all staff know that you want to hear their ideas.√√
- Encourage staff to come up with new ideas/opinions/solutions.√√
- Make time for brainstorming sessions to generate new ideas, e.g. regular workshops/generate more ideas/build on one another's ideas.√√
- Place suggestion boxes around the workplace and keep communication channels open for new ideas.√√
- Train staff in innovative techniques/creative problem-solving skills/mind-mapping/ lateral thinking.√√
- Encourage job swops within the organisation/studying how other businesses are doing things.√√
- Encourage alternative ways of working/doing things.√√
- Respond enthusiastically to all ideas and never let anyone feel less important.√√
- Reward creativity by introducing reward schemes for teams/individuals who come up with creative ideas.√√
- Provide a working environment that is free from distractions.√√
- Any other relevant recommendations related to ways in which businesses can promote creative thinking in the workplace.

NOTE: The emphasis is on 'ways', not necessarily advantages.

Max (8)

[60]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	5
3.2	6
3.3	8
3.4	8
3.5.1	2
3.5.2	2
3.6	8
3.7	4
3.8	9
3.9	8
TOTAL	60

QUESTION 4: BUSINESS OPERATIONS

4.1 Methods of external recruitment

- Printed media, e.g. newspapers/flyers√
- Electronic media, e.g. radio/TV√
- Social media/Social networks/Internet/Business websites√
- Recruitment agencies√
- Walk-ins√
- Head hunting√

www.tec-it.com

- Professional associations√
- Networking√
- Educational/Training institutions√
- Posters/Bill boards just outside the business√
- Any other relevant answer related to the methods of external recruitment.

NOTE: 1. Mark the first FIVE (5) only.
2. Allocate a maximum of ONE (1) mark for examples on each method

(5 x 1) (5)

4.2 Positive impact of internal recruitment

- Cheaper and quicker to fill post √ as the business recruits from existing employees, √ through promotions/transfer from inside the business. √
- Placement is easy√, as the management knows the employee's skills / personality / experience and strengths. √
- Staff morale and productivity increases √ if suitable staff members are promoted regularly. √
- Current employees understand how the business operates. √
- Reliable / Key staff members are retained √ if they are promoted / transferred within the business. √

Max (6)

4.3.1 Examples of job description and specification quoted from the scenario

Job description	- Municipal financial manager√ - Prepare budgets√ - Manage income and expenditure√ Sub max (2)
Job specification	- B.Com degree√ - At least six years financial management at middle level√ Sub max (2)

NOTE: Mark the first TWO (2) examples of job description and job specification only. Answers should not necessarily be in a tabular form

Max (4)

4.3.2 Examples of fringe benefits quoted from the scenario

- Pension Fund√
- Medical Aid Fund√
- Housing subsidy√

NOTE: Mark the first ONE only. **(1)**

4.3.3 Impact of fringe benefits on businesses

Positives/Advantages

- Attractive fringe benefit packages√ may result in higher employee retention/reduces employee turnover.√
- Attracts qualified/skilled/experienced employees√ who may positively contribute towards the business goals/objectives.√
- It increases employee satisfaction/loyalty√ as they may be willing to go the extra mile.√
- Improves productivity√ resulting in higher profitability.√
- Businesses save money√ as benefits are tax deductible.√

www.tec-it.com

- Fringe benefits can be used as leverage√ for salary negotiations.√
- Any other relevant answer related to the positive impact/advantages of fringe benefits on businesses.

AND/OR

Negatives/Disadvantages

- Fringe benefits are additional costs√ that may result in cash flow problems.√
- Administrative costs increase√ as benefits need to be correctly recorded for tax purposes.√
- Decreases business profits√, as incentive/package/remuneration costs are higher.√
- It can create conflict/lead to corruption√ if allocated unfairly.√
- Workers only stay with the business for fringe benefits√, and may not be committed/loyal to the tasks/business.√
- Businesses who offer employees different benefit plans may create resentment√ to those who receive less benefit resulting in lower productivity.√
- Businesses who cannot offer fringe benefits√ fail to attract skilled workers.√
- Businesses have to pay advisors/attorneys√ to help them create benefit plans that comply with legislation.√
- Errors in benefit plans√ may lead to costly lawsuits/regulatory fines.√
- Any other relevant answer related to the negative impact/disadvantages of fringe benefits on businesses.

Max (8)

4.4 TQM element

4.4.1 Total client/customer satisfaction√√

4.4.2 Continuous skills development/Education and Training√√

4.4.3 Continuous improvement to processes and systems√√

4.4.4 Involvement of all employees/ people based management√√

4.4.5 Adequate financing and capacity √ √ **(5 x 2) (10)**

4.5 **Reduction of cost of quality through TQM**

- Introduce quality circles/small teams of five to ten employees√, who meet regularly to discuss ways of improving the quality of their work.√
- Schedule activities to eliminate√ duplication of tasks/activities.√
- Share responsibility for quality output√ between management and workers.√
- Train employees at all levels√, so that everyone understands their role in quality management.√
- Develop work systems that empower employees√ to find new ways of improving quality.√
- Work closely with suppliers√ to improve the quality of raw materials/inputs.√
- Improve communication about the quality challenges/deviations√, so that everyone can learn from past experiences.√
- Reduce investment√ on expensive, but ineffective inspection procedures in the production process.√
- Implement pro-active maintenance programmes for equipment/machinery√ to reduce/eliminate breakdowns.√
- Any other relevant answer related to ways in which business can reduce the cost of quality through TQM. **Max (8)**

www.tec-it.com

4.6 **Distinction between quality performance and quality management**

QUALITY PERFORMANCE	QUALITY MANAGEMENT
- Total performance of each department measured√ against the specified standards.√	- It is techniques/tools√ used to design/ improve the quality of a product.√
- Can be obtained if all departments work together√ towards the same quality standards.√	- Can be used for accountability√ within each of the business functions.√
- Quality is measured√ through physical product/statistical output of processes/surveys of the users and/or buyers of goods/services.√	- Aims to ensure that the quality of goods/services√ is consistent√/ Focuses on the means√ to achieve consistency.√
- Any other relevant answer related to quality performance.	- Any other relevant answer related to quality management.
Sub max (2)	Sub max (2)

NOTE: 1. The answer does not have to be in tabular format.
2. The distinction must be clear. Max (6)

4.7 **Business functions**

4.7.1 **Quality indicators of the marketing function**

- Acquire a greater market share through good customer service.√√
- Win customers loyalty by satisfying their needs and wants/building positive relationships.√√
- Adhere to ethical advertising practices when promoting products and services.√√
- Identify competitive edge and conduct regular market research.√√
- Differentiate products to increase the target market/profitability.√√
- Constantly review value issues.√√
- Communicate effectively with customers to get their feedback about their experiences of the products and services sold
- Ensure that the production and advertising strategies are aligned.√√
- Use pricing techniques to ensure a competitive advantage.√√
- Measure the gaps between customer expectations and their actual experiences so that problems regarding quality of products can be diagnosed and addressed.√√
- Make adjustments and changes to products and services based on feedback received from customers.√√
- Use aggressive advertising campaigns to sustain the market share.√√
- Any other relevant answer related to quality indicators of the marketing function.

NOTE: Mark the first THREE (3) only. (3 x 2) (6)

4.7.2 **Quality indicators of the administration function**

- Fast and reliable data capturing and processing systems.√√
- Make reliable information available to management on time.√√
- Make relevant information available for quick decision-making.√√
- Handle complaints quickly and effectively.√√
- Use modern technology efficiently.√√
- Implement effective risk management policies to minimise business losses.√√
- Quality assurance/Control/Evaluation is recorded accurately.√√

www.tec-it.com

- All documentation is kept neatly and orderly in a safe place.√√
- Easy to recall/find information/documentation.√√
- Financial documents are kept up to date and recorded accurately.√√
- All systems and processes are documented.√√
- Any other relevant answer related to quality indicators of the administration function.

NOTE: Mark the first THREE (3) only. **(3 x 2) (6)**
[60]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	5
4.2	6
4.3.1	4
4.3.2	1
4.3.3	8
4.4	10
4.5	8
4.6	6
4.7.1	6
4.7.2	6
TOTAL	60

QUESTION 5: MISCELLANEOUS

BUSINESS ENVIRONMENTS

5.1. Business Sectors and Environments

SECTORS	BUSINESS
Primary √√	Mash Forestry Plantations (Pty) Ltd √
Secondary √√	Mazwi Timber Ltd √
Tertiary √√	Peoples' Bank √
Sub max (6)	Sub max (3)
	Max (9)

5.2 Role / Functions of SETA's

- Develop skills plans √ in line with the National Skills Development Strategy. √
- Draw up skills development plans √ for their specific economic sectors. √
- Approve workplace skills plans √ and annual training reports. √
- Allocate grants to employers, √ education and training providers. √
- Monitor/Evaluate √ the actual training by service providers. √
- Promote √ and establishes learnerships. √
- Register √ learnership agreements/learning programmes. √

www.tec-it.com

- Provide training material/programmes √ for skills development facilitators. √
- Provide accreditation √ for skills development facilitators. √
- Oversee training √ in different sectors of the South African economy. √
- Collect levies √ and pays out grants as required. √

Max (8)

BUSINESS VENTURES

5.3 Leadership Styles

5.3.1 Laissez-Fair / Free Reign √√

5.3.2 Democratic / Participative / Consultative √√

5.3.3 Transactional √√ **(3 x 2) (6)**

5.4 Role of personal attitude in successful leadership

- Positive attitude releases√ leadership potential.√
- 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' attitude 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.√
- Leaders with a positive attitude know√ that there is always more to learn/space to grow.√
- Any other relevant answer related to the role of personal attitude in successful leadership. **Max (10)**

BUSINESS ROLES

5.5 Problem solving steps

- Identify the problem √
- Define the problem √
- Identify possible solutions to the problem. √
- Select the most appropriate alternative. √
- Develop an action plan. √
- Implement the suggested solution/action plan. √
- Evaluate the implemented solution. √

NOTE: 1. Mark the first FIVE (5) only.
2. Accept steps in any order.

www.tec-it.com

5.6 Distinguish between CSR and 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 image√ and profits.√	- Focus is on upliftment of community√ without 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. Sub max (4)	- Any other relevant answer related to Corporate Social Investment. Sub max (4)

NOTE: 1. The answer does not have to be in tabular format, but the distinction must be clear.
2. Award a maximum of TWO (2) marks if the distinction is not clear/ Mark either CSR or CSI only. Max (8)

BUSINESS OPERATIONS

5.7 TWO salary determination methods

PIECEMEAL √√	TIME-RELATED √√
• Workers are paid according to the number of items/units √ produced/action performed. √	• Workers are paid for the amount of time √ they spend at work/on a task. √
• Workers are not remunerated for the number of hours worked, √ regardless of how long it took to complete the items. √	• Workers with the same experience/ qualifications √ are paid on salary scales regardless of the amount of work done. √
• Mostly used in factories √ particularly in the textile/technology industries. √	• Many private and public-sector √ businesses use this method. √
Sub max 4	Sub max 4

(4 x 2) (8)

www.tec-it.com

5.8 Importance of quality circles in total quality management (TQM)

- They solve problems related to quality√ and implement improvements.√
- Investigate problems√ and suggest solutions to management.√
- Ensures that there is no duplication√ of activities/tasks in the workplace.√
- Make suggestions for improving systems √ and processes in the workplace.√
- Improve the quality of products/services/productivity√ through regular reviews of quality processes.√

- Monitor/Reinforce strategies√ to improve the smooth running of business operations.√
- Reduce costs of redundancy√ in the long run.√
- Any other relevant answer related to the importance of quality circles in TQM.

Max (6)
[60]

BREAKDOWN OF MARKS

QUESTION	MARKS
5.1	9
5.2	8
5.3.1	2
5.3.2	2
5.3.3	2
5.4	10
5.5	5
5.6	8
5.7	8
5.8	6
TOTAL	60

www.tec-it.com

SECTION C

Mark ONLY the FIRST TWO (2) questions in this section.

QUESTION 6: BUSINESS ENVIRONMENTS (BUSINESS STRATEGIES)

6.1 **Introduction**

- A strategy is course of action that the business follows to achieve its purpose/ objectives. √
- The strategic management process is defined as the way an organisation defines its strategy. √
- The strategic management process enables managers to make choice of a set of strategies that will enable the business to achieve better performance. √
- PESTLE analysis is used to identify and evaluate the factors in the external environment that can influence the business. √
- PESTLE analysis enables to businesses to have a better understanding of the external environment and the industry in which it competes. √
- Defensive strategies enable business to solve challenges that are posed by the macro environment. √
- A business strategy must be evaluated in each stage of operation to measure performance. √
- Any other relevant introduction related to the initial stage of the strategic management process/PESTLE analysis/defensive strategies/strategy evaluation.

(2x1) (2)

6.2 Types of defensive strategies

6.2.1 Divestiture/ Divestment√√

- The business disposes/sells some assets/divisions√ that are no longer profitable/ productive.√
- Businesses may sell off divisions/product lines√ with slow growth potential.√
- The business sells ownership√ by decreasing the number of shareholders.√
- Unproductive assets are sold√ to pay off debts.√
- Process used to withdraw its investment√ in another business (divesting).√
- Aims at acquiring additional capital.√
- Any other relevant answer related to divestiture/divestment as a defensive strategy.

NOTE: Accept unbundling as an alternative answer.

Strategy (2)
Description (2)
Sub max (4)

6.2.2 Liquidation√√

- All assets are sold to pay creditors√ due to a lack of capital. √
- Selling the entire business√ in order to pay shareholders a fair price for their shares. √
- Creditors may apply for forced liquidation√ in order to have their claims settled. √
- Companies in financial difficulty may apply for business rescue to avoid

liquidation. √
- Any other relevant answer related to liquidation as a defensive strategy.

Strategy (2)
Description (2)
Sub max (4)

6.2.3 Retrenchment√√
- Terminating the employment contracts of employees√ for operational reasons. √
- Decreasing the number of product lines/Closing certain departments√ may result in some workers becoming redundant. √
- Any other relevant answer related to retrenchment as a defensive strategy.

Strategy (2)
Description (2)
Sub max (4)

NOTE: Mark the first THREE (3) only **Max (12)**

6.3 Application of PESTLE model to deal with challenges in the macro environment

FACTORS	HOW TO DEAL WITH CHALLENGES
Political √	• Network and lobby with the NGOs√ and all consumer rights organisations.√ • Trade only with countries that have favourable trade agreements√ with the government.√ • Review their cash budget √ to cater for changes in the inflation rate.√ • Any other relevant answer related to how TM can apply political factors to deal with the challenges of the macro environment. Sub Max (4)
Economical √	• TM should consider decreasing their profit margin√ rather than increasing the price of their products.√ • Negotiate favourable interest rates√ with creditors.√ • Negotiate payment terms√ with suppliers.√ • Sell/Dispose parts of assets√ that are no longer profitable.√ • Any other relevant answer related to how TM can apply economic factors to deal with the challenges of the macro environment. Sub Max (4)
Social √	• Sell substitute products√ at lower prices.√ • TM must be well conversant√ with the demands/trends of their customers.√ • Any other relevant answer related to how TM can apply social factors to deal with the challenges of the macro environment. Sub Max (4)
Technological √	• TM must keep up with/be aware of√ the latest technology.√ • Train existing/appoint new employees√ to maintain/use new equipment.√ • TM must budget√ to cater for new technology.√ • Continuously research√ on the latest available

	• technology/equipment in the market.√ • TM should ensure that their business is geared √ for online trading/e-commerce.√ • TM should have access to new technologies√ that could redefine their products.√ • Compare prices/Select suitable suppliers√ for new equipment at reasonable prices.√ • Any other relevant answer related to how TM can apply technological factors to deal with the challenges of the macro environment. Sub Max (4)
Legal √	• There are certain laws√ that affect the business environment in certain industries/market.√ • Comply with all relevant legislation √ that may impact on their business. √ • Comply with the legal requirements√ for operating their business e.g. licence/trade mark registration/patents. √ • Budget√ for high legal establishment costs. √ • Any other relevant answer related to how TM can apply legal factors to deal with the challenges of the macro environment. Sub Max (4)
Environmental √ Sub Max (6)	• Packaging of their products√ should be environmentally friendly/may be recyclable.√ • Measures to dispose waste material√ must be in place.√ • Implement recycling measures√ to prevent pollution of the environment.√ • Any other relevant answer related to how TM can apply environmental factors to deal with the challenges of the macro environment. Sub Max (4)

NOTE: Each PESTLE element must be linked to the application
Answers should not necessarily be in a tabular form

Factors: Max (6)
Application: Max (16)
Max: (22)

6.4 Initial stages of the strategic management process

OPTION 1

- Have a clear vision, a mission statement and measurable/realistic objectives in place. √√
- Identify opportunities/weaknesses/strengths/threats by conducting environmental scanning/situational analysis. √√
- Tools available for environmental scanning may include a SWOT and Porter's Five Forces model (industrial analysistools)√√

AND/ORO

PTION 2

- Review vision statement. √√

- Analyse/Re-examine mission statement. √√
- Conduct an analysis using models such as PORTER'S Five Forces model and SWOT. √√

NOTE:
1. **The initial process may be in any order.**
2. **Mark the first TWO (2) only .**
3. **Do not award marks for the PESTLE model and the remaining stages of the strategic management process.**

Max (4)

6.5 Steps in evaluating strategies

- Examine the underlying basis of a business strategy. √√
- Formulate strategies to meet objectives favourably. √√
- Implement strategies using action plans√√, etc.
- Look forward and backwards into the implementation process. √√
- Compare the expected results in order to determine the reasons for deviations and analyse these reasons. √√
- Take corrective action so that deviations may be corrected. √√
- Set specific dates for control and follow up. √√
- Draw up a table of the advantages and disadvantages of a strategy. √√
- Decide on the desired outcome. √√
- Consider the impact of the strategic implementation in the internal and external environments of the business. √√
- Any other relevant answer related to the steps in evaluating strategies.

NOTE: Accept steps in any order. **Max (8)**

6.6 **Conclusion**

- The strategic management process is an integral part of managerial accountability for senior managers. √√
- Businesses that apply the PESTLE analysis are able to respond quickly to the external pressures and adapt to them. √√
- Businesses must continuously evaluate strategies in order to change/adapt it according to current demands of the market/industry. √√
- Businesses that successfully monitor and respond to changes in the macro-environment are able to differentiate from the competition and create a competitive advantage. √√
- Defensive strategies are used when a business wants to avoid problems that may arise in future. √√
- It is also a strategy to protect the business from suffering a loss of income/sales/ market share. √√
- Any other relevant conclusion related to the strategic management process/ PESTLE model/defensive strategies/evaluation of strategies.

Max (2) [40]

QUESTION 6: BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total

Introduction	**2**	**Max 32**
Types of defensive strategies	**12**	
PESTLE analysis:		
Factors	**6**	
Application	**16**	
Initial stages of the strategic management process	**4**	
Steps for strategy evaluation	**8**	
Conclusion	**2**	
INSIGHT		**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.

QUESTION 7: BUSINESS ROLES (HUMAN RIGHTS AND DIVERSITY)

7.1 **Introduction**

- Businesses need to uphold/respect human rights as listed in the Constitution.√
- Diversity refers to the variety of people employed based on age/race/gender/ ethnic groups/disabilities/material wealth/personalities/how employees see themselves and others.√
- Businesses employ people from different cultural backgrounds.√
- Businesses should have systems in place to support human rights, diversity and cultural rights.√
- Any other relevant introduction related to human rights and diversity in the workplace.

(2 x 1) (2)

7.2 **Implications of human rights in the workplace**

7.2.1 **Privacy**

- Businesses may not violate the rights√ of the employees and clients.√
- They should not provide personal information√ about employees to anyone else.√
- Information on employees who have disclosed their HIV/Aids status/any chronic illness√ must be kept confidential.√
- It is illegal to read other people's emails/record conversations√ unless stated clearly and upfront.√
- Any other relevant answer related to the implication of privacy as a human right in the workplace. Sub max (4)

7.2.2 **Equity**

- Businesses must give equal opportunities√/not discriminate against their employees√ on the basis of gender/race/religion/sexual orientation√, etc.
- Equal pay√ for work of equal value.√
- They should apply relevant legislation fairly√ on all levels.√
- Managers should ensure that no employee suffers√ because of discrimination.√
- Any other relevant answer related to the implication of equity as a human right in the workplace. Sub max (4)

7.2.3 **Freedom of speech and expression**

- Businesses should allow open communication channels√ between management and employees.√
- They should give employees a platform to raise their grievances√ without any victimisation.√
- An employee should not be punished/discriminated against√ for voicing their opinion.√
- Any other relevant answer related to the implication of freedom of speech and expression as a human right in the workplace. Sub max (4)

7.2.4 **Information**

- Workers should have access to information√, including all information held by the government, e.g. policies/work schedules/employment contracts/labour laws such as BCEA/EEA/SDA√, etc.
- Business needs to be transparent√ in their financial statements√/Employees may request to see these statements√ with motivation.√
- Employees should be informed/updated√ as new information becomes available.√
- Any other relevant answer related to the implication of information as a human right in the workplace. Sub max (4)

Max (16)

7.3 **Dealing with diversity issues in the workplace**

7.3.1 **Gender** √√

- Males and females should be offered√ equal employment opportunities.√
- Business directors should promote√ both men and women in managerial positions.√
- Women should be employed√ to comply with EEA.√
- Targets may be set√ for gender equity in the business.√
- New appointments should be based√ on skills and ability.√
- Introduce affirmative action√ by ensuring that male and female employees are remunerated fairly/equally.√
- Any other relevant answer related to how businesses could deal with gender as a diversity issue in the workplace. Issue (2)
  Explanation (2)
  Sub max (4)

7.3.2 **Disability/Physically challenged/People living with disability**√√

- Business should provide employment opportunities√ for people who are physically challenged.√
- Accommodate people who are physically challenged√ by providing facilities/ ramps for wheel-chairs√, etc.
- Ensure that workers with special needs√ are not marginalised/feel excluded from workplace activities.√
- Business should be well informed√ on how to deal with disabled employees.√
- Policies and programs√ should accommodate the needs of people with disabilities.√
- Create an organisational culture and climate√ that is conducive for people with disabilities.√
- Employees should be trained√ on how to deal with colleagues with disabilities.√
- Business should bring in external experts√ to help with disability and accommodation issues.√
- Ensure that employees with disabilities√ are treated fairly.√
- Focus on skills/work performance of the disabled worker√, rather than his/her disability/possible problems he/she may pose in future.√
- Any other relevant answer related to how businesses could deal with disability as a diversity issue in the workplace.

Issue (2)
Explanation (2)
Sub max (4)

7.3.3 **Language**√√

- Business may specify that all communications 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 a 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 feel excluded√ in meetings conducted in one language only.√
- Any other relevant answer related to how businesses could deal with language as a diversity issue in the workplace.

Issue (2)
Explanation (2)
Sub max (4)

7.3.4 **Poverty**√√

- Business should employ people√ from different socio-economic backgrounds/ status.√
- Give previously disadvantaged individuals a chance to be educated√ by incorporating Adult Basic Education and Training (ABET) into training programmes of the business.√

- Train all employees√ so that they will be able to deal with retrenchment.√
- Reward employees√ for services well rendered.√
- Ensure that the prices of products are affordable√ for the identified consumer market.√
- Sponsor learnerships for unemployed people/use grants received from SETAs√ to train more unemployed people from local communities.√
- Train some unemployed people from local communities√ as part of a business's CSI projects.√
- Offer subsidised meals/canteen facilities√ on the premises.√
- Supply free uniforms√ to employees for safety purposes.√
- Any other relevant answer related to how businesses could deal with poverty as a diversity issue in the workplace.

Issue (2)
Explanation (2)
Sub max (4)

7.3.5 **Race**√√

- 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 in the workplace.

Issue (2)
Explanation (2)
Sub max (4)

7.3.6 **Age**√√

- 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 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.

Issue (2)

Explanation (2)
Sub max (4)

7.3.7 **Culture/Religion**√√

- Business must be sensitive to special requests from different cultural groups√, e.g. allow day(s) off for cultural holidays/festivals.√
- Cater for special food/preparation methods√ in the workers' canteen.√
- Businesses should acknowledge/respect√ cultural differences of employees.√
- The business may not discriminate against employees√ on the grounds of their cultural background.√
- Business must not force employees to do work√ that could be against their religion.√
- Any other relevant answer related to how businesses could deal with culture as a diversity issue in the in workplace.

Issue (2)
Explanation (2)
Sub max (4)

N**OTE:** **1. Mark the first THREE (3) only.**
2. Award a maximum of FOUR (4) marks for 'inequality' if it is explained as ONE of the above mentioned diversity issues in the workplace.

(3 x 4) (12)

7.4 **Benefits of diversity in the workplace**

- Workplace diversity improves the ability of a business√ to solve problems/ innovate/cultivate diverse markets.√
- Employees value each other's diversity√ and learn to connect and communicate across lines of difference.√
- Diversity in the workforce improves√ morale and motivation.√
- Employees demonstrate greater loyalty to the business√ because they feel respected/accepted/understood.√
- A diversified workforce can give businesses a competitive advantage√ as they can render better services.√
- Being respectful of differences/demonstrating diversity√ makes good business sense/improves profitability.√
- Diverse businesses ensure that its 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 recognise 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 (10)

7.5 **Ways to promote cultural rights in the workplace**

- Provide the environment in which employees are free to use their own language when interacting with others during their free time.√√
- Encourage employees to participate in cultural activities.√√
- Allow employees to provide solutions to challenges from their own cultural perspective.√√
- Regular cultural information sessions will help employees to respect each other's culture in the workplace.√√
- Make provision for different cultures, such as food served in the canteen/ entertainment at staff functions.√√
- Employ people from various cultural backgrounds.√√
- Employees should be trained on cultural tolerance.√√
- Any other relevant answer related to ways on how to promote cultural rights in the workplace. **Max (8)**

7.6 **Conclusion**

- Businesses should effectively deal with diversity to avoid √√ bias/racism/stereotypes in the workplace.√√
- Businesses can support/uphold human rights by promoting equality, respect And dignity in the workplace.√√
- Businesses should allow their workforce to observe their culture.√√
- Any other relevant conclusion related to human rights and diversity issues in the workplace. **Max (2) [40]**

QUESTION 7: BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	**2**	**Max 32**
Implication of privacy/equity/ freedom of speech/information	**16**	
Dealing with diversity issues	**12**	
Benefits of diversity in the workplace	**10**	
Ways to promote cultural rights	**8**	
Conclusion	**2**	
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 only some of the requirements are met.
Allocate 0 marks where requirements are not met at all.

QUESTION 8: BUSINESS OPERATIONS (HUMAN RESOURCES)

www.tec-it.com

8.1 Introduction

- The objective of selection is to choose applicants who are more likely to succeed in the advertised positions.√
- The employer and the employee must draw up a legal/binding employment contract.√
- A good induction programme will enable the new employee to quickly settle in.√
- All appointment procedures should be conducted within the framework of the Employment Equity Act (EEA) to ensure fairness.√
- Any other relevant introduction related to selection/employment contract /induction programme and compliance with the EEA. **Max (2)**

8.2 Selection process

- Determine fair assessment criteria√ on which selection will be based.√
- Use the assessment criteria to assess all CVs/application forms√ received during recruitment√/Preliminary screening√ is done by sorting the applications received according to the criteria for the job.√
- Check that applicants are not submitting false documents√ such as forged certificates/degrees.√
- Make a preliminary list of all applicants√ who qualify for the post.√
- Screen and check references√, e.g. check applicants' criminal records/credit history/social media√, etc.
- Conduct preliminary interviews√ to identify suitable applicants.√
- Inform all applicants√ about the outcome of the application.√
- Compile a shortlist√ of approximately five people.√
- Invite the shortlisted applicants/candidates√ for an interview.√
- Shortlisted candidates√ may be subjected to various types of selection tests, e.g. skills test.√
- A written offer is made√ to the chosen candidate.√
- Any other relevant answer related to the selection process.

NOTE: Procedure can be in any order. **Max (12)**

8.3 Legal requirements of the employment contract

- Employment contract is the written agreement√ between the employer and the employee.√
- It is a legally binding document√ even though certain aspects of the contract are negotiable.√
- It may not contain any requirements√ that are in conflict with the BCEA.√
- Parties involved√ must have contractual capacity.√
- The employer and the employee must both be satisfied√ with the conditions in the employment contract.√
- Neither the employee nor the employer may unilaterally√ change aspects of the employment contract.√
- It should include a code of conduct √and/or a code of ethics for employees.√
- Specific details of the job/remuneration package√ should be clearly explained to employees/stipulated in the contract.√
- The human resources manager must explain the terms and conditions√ of the employment contract to employees if deemed necessary.√

www.tec-it.com

- It should set out clearly√ the conditions of employment/duties/responsibilities of the employees.√
- It must stipulate what employee would receive√ in terms of benefits and labour legislation.√
- All business policies/procedures/disciplinary codes√ should form part of the employment contract.√
- Employers must allow employees to read through the conditions of service and code of conduct√ before they sign the contract.√
- New employees may also consult legal experts√ to help them understand the terms and conditions of the contract.√
- Any other relevant answer related to the legal requirements of the employment contract. **Max (14)**

8.4 Aspects that should be included in the induction programme

- Safety regulations and rules.√√
- Overview of the business.√√
- Information about the business products/services.√√
- Tour of the premises and introduction to key people and close colleagues.√√
- Conditions of employment including working hours/leave application process/ disciplinary procedures√√, etc.
- Administration details including systems/processes/logistics.√√
- Meeting with senior management who will explain the company's vision/values/ and job description/daily tasks.√√
- Discussion of the employment contract and conditions of service.√√
- Discussion on personnel policies, e.g. private phone calls/Internet use√√, etc.
- Discussion on employees' benefits.√√
- Corporate social responsibility programmes.√√
- Any other relevant answer related to aspects that should be included in the induction programme. **Max (12)**

8.5 Compliance with the Employment Equity Act (EEA)

- Ona must guard against discriminatory appointments.√√
- Assess the racial composition of all employees, including senior management.√√
- Ensure that there is equal representation of all racial groups in every level of employment.√√
- He must promote equal opportunities and fair treatment.√√
- Appointment process must be clearly defined, so that all parties are well informed.√√
- He may use certified psychometric tests to assess applicants/employees to ensure that suitable candidates are appointed.√√
- He must ensure that diversity/inclusivity in the workplace is achieved.√√
- Implement affirmative action measures to redress disadvantages experienced by designated groups.√√
- Prepare an employment equity plan in consultation with employees.√√

www.tec-it.com

- Implement an employment equity plan.√√
- Submit the employment equity plan to the Department of Labour.√√
- Assign one or more senior managers to ensure implementation and monitoring of the employment equity plan.√√
- Eliminate barriers that have an adverse impact on designated groups.√√
- Reasonable accommodation of people from designated groups.√√
- Retain/Develop/Train designated groups, including skills development.√√
- Regular report to the Department of Labour on progress in implementing the plan.√√
- Any other relevant answer related to how Ona can comply with the Employment Equity Act (EEA) when making new appointments**.** **Max (8)**

8.6 Conclusion

- Employees are the most important resource in any business and its success is strongly influenced by a good selection process and induction programme.√√
- An employment contract serves as proof of employment in the case of a dispute which ends up in a court of law.√√
- The EEA not only promotes and regulates affirmative action, but also gives guidance in conducting a fair appointment process.√√
- Any other relevant conclusion related to selection, employment contract, induction programme and compliance with EEA. **Max (2)** **[40]**

QUESTION 8: BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	**2**	**Max 32**
Selection process	**12**	
Legal requirements of the employment contract	**14**	
Induction programme	**12**	
Compliance with EEA	**8**	
Conclusion	**2**	
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.

TOTAL SECTION C: 80

GRAND TOTAL: 300