Basic Education

KwaZulu-Natal Department of Basic Education
REPUBLIC OF SOUTH AFRICA

BUSINESS STUDIES

COMMON TEST

JUNE 2016

NATIONAL SENIOR CERTIFICATE

GRADE 12

MARKS: 300

TIME: 3 hours

N.B. This question paper consists of 16 pages including this page.

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INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

1. This question paper consists of THREE sections and covers all broad topics.

   SECTION A: COMPULSORY

   SECTION B: Consists of FOUR questions.
   Answer any THREE of the FOUR questions in this section.

   SECTION C: Consists of FOUR questions.
   Answer any TWO of the four questions in this section.

2. Read the instructions for each question carefully and take particular note of what is required.

3. Number the answers correctly according to the numbering system used in this question paper.

4. Except where other instructions are given, answers must be written in full sentences.

5. Use the mark allocation and the nature of each question to determine the length of an answer.

6. Use the table below as a guide for marks and time allocation when answering each question.

SECTION	QUESTION	MARKS	TIME
A: Objective type questions COMPULSORY	**1**	**40**	**30 minutes**
B: FOUR direct/indirect type questions (CHOICE: Answer any THREE)	**2**	**60**	**30 minutes**
	3	**60**	**30 minutes**
	4	**60**	**30 minutes**
	5	**60**	**30 minutes**
C: FOUR essay type questions (CHOICE: Answer any TWO)	**6**	**40**	**30 minutes**
	7	**40**	**30 minutes**
	8	**40**	**30 minutes**
	9	**40**	**30 minutes**
TOTAL:		**300**	**180 minutes**

7. Begin the answer to EACH question on a NEW page, for example QUESTION 1 – new page, QUESTION 2 – new page, et cetera.

8. Non-programmable calculator may be used.

9. Write neatly and legibly.

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SECTION A: (COMPULSORY)

QUESTION 1: MULTIPLE CHOICE

1.1 Each of the following statements / questions is followed by four options, only ONE of which is correct. Choose the correct option and indicate this by placing the letter of the alphabet that corresponds to it next to the number. **For example: 1.11 E.**

1.1.1 Diversity in business means ...

A businesses should include people from different religion and cultures.
B only previously disadvantaged individuals should be employed.
C employ young people only.
D include only English-speaking people.

1.1.2 Learnership in insurance is offered by the ...

A South African Reserve Bank (SARB)
B Industrial Development Corporation (IDC)
C Sector Education and Training Authority (SETA)
D Manpower Commision

1.1.3 A business that employs fifty (50) or more employees should ...

A submit an employment equity plan to the department of labour.
B pay employees lower wages/salaries.
C develop a black empowerment strategy.
D do not send their employees for skills development.

1.1.4 ... communicate largely by means of interaction, behaviour and charisma

A Leaders
B Employees
C Followers
D Subordinates

1.1.5 Collaboration means that team members ...

A work effectively on their own.
B do not rely on each other.
C are held accountable for their actions.
D agree to co-operate in working towards a common goal.

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1.1.6 The Virgin Company's leadership style is very much in line with the democratic leadership style. This means that:

A Predicting leadership success is more complex than examining the traits and behaviours of successful leaders
B Effective group performance depends on the proper match between a leader's style of interaction with employees and the degree to which the situation gives control and influence to the leader
C employees are involved in decision – making encouraging participation in deciding work methods and giving feedback
D leaders level all decisions to their employees and do not follow up

1.1.7 This problem-solving technique allows a manager to find solutions on his/her own:

A Brainstorming
B Delphi
C Empty chair
D Forced combination

1.1.8 A government agency that develops quality standards for products manufactured in south Africa.

A SABC
B SABS
C SARB
D SAQA

1.1.9 An employee is entitled to four consecutive months maternity leave and the employer is obligated to pay the employee _____.

A the entire maternity leave period.
B the first six weeks of the leave period.
C half of the maternity benefits
D there is no obligation to pay a woman while she is on maternity leave.

1.1.10 _____deal(s) with the evaluation of employees in the workplace with a view to an increase in their wages and salaries.

A Staff development programmes
B Counselling
C Performance appraisal
D Team-building exercises

10 x 2 (20)

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1.2 Choose a description from **COLUMN B** that matches a term/Act in **COLUMN A**. Write only the letter (A-E) next to the question number (1.3.1-1.3.5) in the **ANSWER BOOK.**

For Example: 1.2.6 F.

	COLUMN A	COLUMN B	
1.2.1	Laissez-Faire	A	To eliminate unsuitable candidates.
1.2.2	Interview	B	Requires technology for success.
1.2.3	Teamwork	C	Bakers Delight buys a wheat farm to reduce the risk associated with the bakery's dependency on flour.
1.2.4	Foward vertical integration	D	Enables businesses to resolve disputes fairly through industrial ombudsman.
1.2.5	Credit Bureau	E	Subordinate centred or hand-off style.
		F	A formal procedure conducted between the shortlisted candidate and the employer for a vacant post.
		G	Achieves greater output through synergy.
		H	Does what managers do and clarifies the role of subordinates, initiates structures and provides appropriate rewards.
		I	An organization that provides information to service provider about the ability of consumers to pay credit.
		J	BMW as manufacturer takes over the retail sales of BMW cars.

5 x 2 (10)

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1.3 Choose the correct word(s) from those given in brackets. Write only the words(s) nest to the question number (1.3.1 – 1.3.5) in the answer book.

1.3.1 Employers are legible to pay a skills levy if their total annual salary expenses exceed (one million rand / five hundred thousand rand).

1.3.2 A person who occasionally works on a Sunday should be paid (double the normal wage/one and a half times the normal wage).

1.3.3 Team members are not working together at this stage as they are competing for the team leader's position (Storming/Performing)

1.3.4 When a business enterprise support (the triple bottom line/human right) they will consider the social, environmental and economic impact in its region.

1.3.5 (Job description / Job specification) indicates qualifications, experience and skills that are necessary to do the job. 5 x 2 (10)

TOTAL SECTION A: 40

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SECTION B: (COMPULSORY)

Answer ANY THREE questions from this section.

Clearly indicate the QUESTION NUMBER of each chosen question. The answer to EACH question must start on a NEW page, for example QUESTION 2 on a NEW page, QUESTION 3 on a NEW page, et cetera.

QUESTION 2: BUSINESS ENVIRONMENT

2.1 Read the article below and answer the questions that follow.

HOW CAN WE HELP YOU TO TAKE OUT THE MOST EXPENSIVE CREDIT

The National Credit Regulator [NCR] referred 13 micro-lenders to the national consumer tribunal for reckless lending, failing to provide pre-agreement quotations to consumers, and other misdeeds. The press release issued by the NCR when it made this announcement states that the regulator is "intensifying its effort to detect reckless lending".

HAVE SOME MORE CREDIT

A friend received the following SMS from the First National Bank [FNB] recently: "You're about to reach your credit card limit .You qualify for a R297 700 limit increase, valid till 17/03/2016. Go to www.fnb.co.za to apply." Her credit card limit is R31000. She owes about R27000 on the card. "I manage to keep it about that, paying about R3000 a month, but spending about R2000 a month on it," she says.

The Saturday Independent March 2016

2.1.1 Identify the Act that is applicable to the article above. (1)

2.1.2 Distinguish between a Credit Provider and the National Credit Regulator. (4)

2.1.3 According to the article, 13 micro lenders were referred to the national consumer tribunal for reckless lending. Explain what is meant by reckless lending (4)

2.1.4 Discuss the consequences that FNB Bank may face for granting loans recklessly. (6)

2.1.5 Recommend how FNB should conduct credit assessments. (2)

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2.2 Implemented strategies must be evaluated continuously.

2.2.1 List the steps used in this evaluation process. (10)

2.2.2 Recommend how each of the THREE defensive strategies can be implemented by businesses. (9)

2.3 Distinguish between *product development* and *market development*. (6)

2.4 The Labour Relations Act, 1995 (Act 66 of 1995) was introduced to regulate labour relations between employers and employees.

2.4.1 Suggest FOUR actions by employers which may be regarded as non-compliance to this Act. (8)

2.4.2 Analyse the impact of this Act on South African employers/businesses. (10)

[60]

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QUESTION 3: BUSINESS ROLES

3.1 Read the scenario below and answer the questions that follow:

Isidingo Builders



Isidingo Builders is a construction company based in Umlazi, KZN. They want to design a Corporate Social Investment plan. They have identified key problem areas where they would like to make a difference:

- unemployment
- Lack of housing
- poor / inadequate education and training

3.1.1 Define the concept *Corporate Social Investment*. (2)

3.1.2 Outline FIVE challenges Isidingo Builders may encounter when trying to implement their corporate social investment plan in the local community. (10)

3.1.3 Suggest ONE project that Isidingo Builders could implement to address each key problem area listed in the scenario above. (6)

3.2 Describe the correct procedure to deal with grievances in the workplace. (8)

3.3 Identify FOUR workplace diversity issues unique to South African businesses. Suggest ONE strategy to address each issue. (12)

3.4 Recommend ways to deal with the following personalities in the workplace/ business:

3.4.1 Complainer

3.4.2 Indecisive

3.4.3 Expert

3.4.4 Quiet

3.4.5 Aggressive (10)

3.5 Discuss FOUR criteria that individuals can use to assess themselves with regard to team performance. (12)
[60]

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QUESTION 4: BUSINESS OPERATIONS

4.1 Read the scenario below and answer the questions that follow.

EQUITY IN THE WORKPLACE

Steven Botha applied for a job in a well-known chartered accounting firm. He had an excellent reference from his previous employer and had a good reputation as a chartered accountant [CA]. Steven is a *paraplegic. When he wheeled his way into the interview room, he saw the surprised looks on the faces of the interview committee. One of the members of the committee started asking Steven questions about his work experience, but was quickly interrupted by another committee member who requested the interview panel to meet outside for a 'private' discussion. Steven was then left alone in the interview room, whilst the interview panel met outside. When they returned, the chairperson of the committee informed Steven that the interview was over. They apologised and said that they did not want to waste his time unnecessarily and asked him to leave.

* Paraplegic: Someone who has lost the use of two legs and lower body.

4.1.1 Name the Act that is applicable to the above scenario. (2)

4.1.2 State how Steven's disability is covered by the Act referred to in 4.1.1. (4)

4.1.3 Suggest reasons as to why you think the committee terminated the interview. (2)

4.1.4 Describe TWO possible reasons why people with disabilities do not disclose their status when applying for a job. (4)

4.1.5 Advise the interview committee on how they should ensure their business complies with the above Act . (6)

4.1.6 Propose THREE guidelines that the recruitment committee should consider when dealing with equity in the workplace, regarding applicants with disabilities (6)

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4.2 List any FIVE conditions that is stipulated in an employment contract. (10)

4.3 Recommend the quality indicators for each of the following business functions:

4.3.1 Public relations (8)

4.3.2 Administration (8)

4.4 Discuss the following elements of Total Quality Management (TQM)

4.4.1 Top Management involvement (6)

4.4.2 Team work (4)

[60]

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QUESTION 5: MISCELLANEOUS

BUSINESS ENVIRONMENT

5.1 Complete the table on economic sectors below. Write only the correct word(s) next to the question number (5.1.1 – 5.1.6) in the ANSWER BOOK.

SECTOR	DESCRIPTION	INDUSTRY	EXAMPLES OF A BUSINESS
Primary	5.1.1	Dairy farm	Dairybelle
5.1.2	Conversion of raw material into final products	5.1.3	Toyota, Honda
5.1.4	5.1.5	Banking sector	5.1.6

(6)

5.2 Outline how the strategic management process can be applied by businesses. (8)

BUSINESS VENTURES

5.3 Distinguish between leadership and management (8)

5.4 Discuss the role of personal attitude in successful leadership. (6)

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BUSINESS ROLES

5.5 Read the scenario below and answer the questions below.

Direshan Govender is the production manager of Gugulethu Furniture Manufacturers. He is tasked to decide whether the company should install new computerised manufacturing equipment or not. He presents you with the following illustration.

2	Improved speed of production	Loss of staff overtime	3
3	Raise volume Output	Staff frightened of Technology	3
1	Control rising costs	High implementation Costs	3
6			9

5.5.1 Identify the creative thinking technique that will address the changes Gugulethu Furniture Manufacturers wants to introduce. (2)

5.5.2 Explain how Direshan Govender can apply the creative thinking technique identified in question 5.5.1. (8)

5.6 Advice how businessses can contribute time and effort to advance the wellbeing of their employees (6)

BUSINESS OPERATIONS

5.7 Outline the benefits of implementing a good quality control system in a business. (6)

5.8 Evaluate the impact of fringe benefits on businesses. (10)

[60]

TOTAL SECTION B: 180

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SECTION C

Answer ANY TWO questions.

NOTE: Clearly indicate the QUESTION NUMBER of the chosen question.
The answer to EACH question must start on a NEW page, for example QUESTION 7 on a NEW page, QUESTION 8 on a NEW page, et cetera.

QUESTION 6: BUSINESS ENVIRONMENT

Read the following case study and then answer the questions that follow:

VUSI'S COLLIERY

Vusi's Colliery is a coal mine near Newcastle in KwaZulu-Natal. The company has been in business for over 50 years and much equipment needs replacing. They have also caused environmental damage by creating dust in the air which has left many people with respiratory problems. Their workers live in the area, and are highly experienced, but many in the surrounding community are infected with HIV/Aids.

Last month, a trade union representative gave workers a talk, informing them of their labour rights. Recently a new mine, with the latest machinery and technology has opened nearby. They offer workers better pay and working conditions. The price of coal has dropped internationally, and at the same time, their transport company (that takes the coal to Richard's Bay for export) has increased their prices substantially.

Due to the wide publicity on global warming, many people are looking for other forms of energy that don't have such a large impact on the environment.

Identify challenges in the above case study and classify them according to the THREE business enviroments. Suggest strategies that Vusi can use to overcome these challenges. Discuss factors of Porters Five Forces that is applicable in the above case study. **[40]**

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QUESTION 7: BUSINESS ROLES

IF YOU CANT BEAT THEM JOIN THEM

People reason that it is the norm to act unethically in a certain environment, why be different? There is no reason to rock the boat. Anyway, there is no way in which my ethical behaviour can make a difference in a predominantly unethical environment. So if you can't beat them join them. Or when in Rome, do as the Romans do.
Ethics has no place in business as it undermines your competitiveness and so your chances of survival.

With reference to the above statement:

- Distinguish, with examples, between professional behaviour and unprofessional behaviour.
- Elaborate on the reasons why taxation and unauthorised use of funds are regarded as issues that challenge the ethical behaviour of businesses.
- Suggest strategies that could be used to address the above issues.
- Outline ways in which professional, responsible, ethical and effective business practice should be conducted. **[40]**

QUESTION 8: BUSINESS VENTURES

DO YOU HAVE AN EAR FOR LEADERSHIP?

In South Africa many business people are highly successful in their business ventures. This can be attributed to the different management and leadership styles/theories adopted by them in their particular business organisation.

With reference to the above scenario:

- Explain the situational and transformational leadership theories.
- Evaluate the bureaucratic and charismatic leadership styles.
- Describe a situation in which these two leadership styles may be applied in the workplace. **[40]**

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QUESTION 9

BUSINESS OPERATIONS

Speedy Electrical has been specialisation in the manufacturing of small appliances. The business has been under performing in the following areas:

Faulty products and customer complaints.
Reduced market share.
No clear objectives or strategy for the business.

You are an expert in the management of total quality and performance in the workplace:

- Identify the business function in which each of the above problems exist.
- Discuss how the quality of performance within the business functions identified above can contribute to the success of their business.
- Analyse how continuous improvement to processes and systems may improve the quality of performance at Speedy Electrical. **[40]**

TOTAL SECTION C: 80

GRAND TOTAL: 300

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REPUBLIC OF SOUTH AFRICA

BUSINESS STUDIES

MEMORANDUM

COMMON TEST

JUNE 2016

NATIONAL SENIOR CERTIFICATE

GRADE 12

MARKS: 300

TIME: 3 hours

N.B. This memorandum consists of 41 pages including this page.

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SECTION A (COMPULSORY)

QUESTION 1

1.1

1.1.1 A✓✓
1.1.2 C✓✓
1.1.3 A✓✓
1.1.4 A✓✓
1.1.5 D✓✓
1.1.6 C✓✓
1.1.7 C✓✓
1.1.8 B✓✓
1.1.9 D✓✓
1.1.10 C✓✓

10 x 2 (20)

1.2

1.2.1 E✓✓
1.2.2 F✓✓
1.2.3 G✓✓
1.2.4 J✓✓
1.2.5 I✓✓

5 x 2 (10)

1.3

1.3.1 five hundred thousand rands✓✓
1.3.2 Double the normal wage✓✓
1.3.3 Storming✓✓
1.3.4 Triple bottom line✓✓
1.3.5 Job specification✓✓

5 x 2 (10)

TOTAL SECTION A: 40

QUESTION 1	MARKS
1.1	20
1.2	10
1.3	10
TOTAL	**40**

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SECTION B (COMPULSORY)

QUESTION 2: BUSINESS ENVIRONMENT

2.1

2.1.1 National Credit Act, 2005 (Act 34 of 2005). ✓ (1)

NOTE: Accept National Credit Act/NCA

2.1.2 **Credit provider** – financial institution✓ (bank, loan sharks etc.) who provides credit to the customer. ✓

National Credit Regulator – A body (watchdog) ✓ responsible for the registration of credit providers, enforcement of compliance with the NCA, regulates the credit market/industry. ✓ 2 x 2 (4)

2.1.3

The credit provider is responsible for ensuring that a consumer can afford the repayment✓ before granting a loan or selling goods on credit. ✓
To do this, the credit provider✓ has to carry out a credit risk evaluation. ✓
This involves assessing the consumers✓ income and expenses. ✓
The credit provider is also responsible for ensuring that the consumer understands ✓ the costs of obligations involved in the credit agreement✓
If the credit provider does not meet this responsibilities, ✓ a court can declare the credit agreement to be reckless and can suspend the credit agreement. ✓
Any other relevant answer related to reckless lending Max (4)

2.1.4 Consequences for reckless granting of credit

The court may declare the granting of the credit by the credit provider reckless✓ and may order clients/consumers not to repay the credit or part thereof . ✓
Credit provider may not demand payment, ✓sue or attach the clients/customers salary/assets. ✓
Credit provider may not charge any fee/interest/other charges✓ under that specific credit agreement. ✓
The National Credit Regulator may impose a fine/penalty (R30 million) ✓on the business for non-compliance ✓
May be deregistered✓ as an accredited service provider✓.
Any other relevant answer related to consequences of reckless granting of credit.
Max (4)

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2.1.5 FNB can present a consumer with a "Written Proposal to increase the credit limit. ✓✓
If the consumer accepts it, FNB must carry out a new affordable assessment. ✓✓
FNB must provide proper pre-agreement documentation before a loan/increase in credit limit is granted✓✓
Any other relevant answer related to how FNB should conduct credit assessments.
Max (2)

2.2.1 Steps in strategy evaluation

Examine the underlying basis of a business strategy. ✓✓
Define parameters to be measured. ✓✓
Define target values for the parameters. ✓✓
Perform measurements. ✓✓
Compare expected performance with actual performance. ✓✓
Take corrective action where necessary. ✓✓
NOTE: Accept steps in any order.

OR

Examine the set objectives/targets that were set. ✓✓
Measure the business performance against the original objectives/ targets. ✓✓
Compare expected performance with the actual performance. ✓✓
Take correction action where necessary. ✓✓
Determine reasons for deviation ✓✓
NOTE: Accept steps in any order. Max (10)

2.2.2 Implementing defensive strategies

Retrenchment: ✓✓
- Business is restructured therefore staff numbers are reduced. ✓
- Decreasing the number of product lines, may lead to the closing of a department . ✓

Divestiture/Divestment: ✓✓
- Unprofitable divisions of the business are sold/outsourced to improve operational efficiency. ✓
- Unproductive assets are sold, to improve cash flow. ✓

Liquidation: ✓✓
- Sells all assets/stops operating to pay off debts. ✓
- Forced liquidation may be used as an option by creditors. ✓

Any other relevant answer related to the implementation of defensive strategy

Strategy (2)
Explanation (1)
Sub max (3)
Max (3 x 3) (9)

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2.3 **Product development vs. 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.✓
• **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 (3)	Sub max (3)

NOTE: 1. The answer does not have to be in tabular form as long as the distinction is clear.
2. Allocate TWO (2) marks each when candidates use an example to distinguish between the strategies .

Max (6)

2.4

2.4.1 Non-compliance actions

Unfair/Illegal dismissal of employees.✓ ✓
Cancellation of employees' contracts by a new owner/employer when a business is sold/transferred. ✓✓
Refusing the formation/recognition of workplace forums. ✓✓
Refusing to give workplace forum members time off with pay for attending meetings during working hours. ✓✓
Forcing employees to give up trade union membership. ✓✓
Preventing employees from joining trade unions. ✓✓
Refusing leave to trade union representatives to attend trade union activities. ✓✓
Breaching of collective agreements/resolution mechanisms by employer. ✓✓
Not allowing employees to take part in legal strikes. ✓✓
Not adhering to the right of employees to strike when legalised. ✓✓

Any other relevant answer related to actions that are non-compliant to the LRA.

NOTE: Mark the first FOUR (4) only. Any (4 x 2) (8)

2.4.2 Impact on employers/businesses

Positives / Advantages

Protects the rights/interests of businesses✓ in labour related issues. ✓
Protects employers who embark on lawful lock-outs ✓ when negotiations between parties fail. ✓
Ensures participation of all parties in collective bargaining/ decision making ✓ which leads to reducing conflict in the workplace. ✓
Labour disputes are settled quicker√ and are less expensive. ✓
Workplace forums can be tasked to resolve workplace issues ✓ as they take part in decision making. ✓
Provides for dispute resolution through consensus✓ between organized labour, the business and the state. ✓
Provides mechanisms, ✓ e.g. statutory councils, collective bargaining and CCMA to settle labour disputes. ✓
Prevents unfair discrimination in the work place, ✓ as all employees should be given the same opportunities. ✓
The Act gives the employers the right to dismiss employees ✓ who engage in unprotected strikes. ✓
Employers may claim compensation✓ via the Labour Court for losses suffered as a result of unprotected strikes. ✓
Any other relevant answer related to a positive impact of the LRA on businesses/employers.

AND/OR

Negatives/ disadvantages

Productivity/Profitability may decrease, ✓ if employees are allowed to participate in the activities of trade unions during work time. ✓
Quick decision making may be affected✓ as workplace forum representatives may put the interest of employees above that of the business. ✓
Dispute resolution through consensus✓ may be time-consuming. ✓
When a business is transferred/sold to new owners, the new employer has to take-over/continue with existing employees' contracts. ✓ Incompetent employees may be inherited. ✓
Information about work place issues may be disclosed to trade union representatives, ✓ which may be leaked to competitors. ✓
Cost of labour increases, ✓ because of legal strikes. ✓
Labour consultants may be employed to deal with labour related issues, ✓ which may be costly. ✓
Reduced global competitiveness✓ due to lower productivity. ✓
Any other relevant answer related to the negative impact of the LRA on businesses/employers. Max (10)

[60]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1.1	1
2.1.2	4
2.1.3	4
2.1.4	6
2.1.5	2
2.2.1	10
2.2.2	9
2.3	6
2.4.1	8
2.4.2	10
TOTAL	**60**

QUESTION 3: BUSINESS ROLES

3.1

3.1.1 Meaning of Corporate Social Investment

When businesses willingly take steps/make plans to contribute to the upliftment of communities/their quality of life. ✓✓
Refers to time/money/skills/experience invested in communities and/or environment. ✓✓
Any strategy used by business to take responsibility for their impact on the community/environment. ✓✓
Long term obligation of businesses to always act ethical/ to contribute to economic development to improve the standard of living of employees/ their families/ the local community and in general ✓✓
Any other relevant explanation of CSI

Fact (1)
Explanation (1)
Max (2)

3.1.2 Challenges for ISIDINGO Builders: (Disadvantages/Negatives for business)

Community may not support the business by not buying the business's products. ✓✓
CSI activities may take focus away from core business resulting to lower profitability. ✓✓
Detailed reports can be time consuming. ✓✓
Social expenditure reduces the business's ability to be efficient and may result in lower competitiveness. ✓✓
Financial risks increase as programmes cost a lot and may not have the expected results. ✓✓
It is difficult to determine the effectiveness of CSI programs/investments. ✓✓
Many managers are not skilled to manage social programmes. ✓✓

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Some shareholders/stakeholders may withdraw their support, as they feel that social issues are the responsibility of the government and not that of the business. ✓✓
Shareholders may be negatively affected as their return on investment can be lower. ✓✓
Workers spend more time on CSI projects than on their core duties. ✓✓
Any other relevant challenge/disadvantages of CSI to businesses.

5 x 2 (10)
Mark the first five

3.1.3 Projects that ISIDINGO Builders could implement to address each key problem area listed in the scenario

Unemployment

Set up an entrepreneurial programme to teach entrepreneurial skills and to mentor new business owners. ✓✓
Start a job creation programme. ✓✓
Introduce an apprenticeship programme. ✓✓
Any other relevant project to address unemployment Sub max (2)

Lack of housing

Teach community members to make bricks. ✓✓
Run a community programme to teach building skills. ✓✓
Any other relevant project to address lack of housing. Sub max (2)

Poor/inadequate education

Establish early learning centers ✓✓
Set up a teacher enrichment programme. ✓✓
Adult training centers. ✓✓
Any other relevant project to address poor education Sub max (2)
Note: Allocate a max of one project (✓✓) per key problem area

Max (6)

3.2 Procedure for dealing 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 business grievance form. ✓
He/She must receive a written reply✓ in response to the written grievance. ✓
A grievance hearing/meeting✓ must be held with all relevant parties present. ✓

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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. ✓
Any other relevant answer related to the correct procedure to deal with grievances in the workplace.

NOTE: The procedure may be in any order. Max (8)

3.3

Poverty ✓✓

Supply free uniforms/working clothes. ✓
Provide low priced meals at canteens. ✓
Offer training to improve skills for better positions in the business. ✓
Any other relevant answer related to addressing poverty in the work place.

Issue (2)
Strategy(1)
Sub max (3)

Inequality ✓✓

Implement equal opportunity policies when appointing new staff. ✓
Equal opportunities should be considered when promoting staff. ✓
Implement an Employment Equity Plan for the business. ✓
Any other relevant answer related to addressing inequality in the work place.

Issue (2)
Strategy(1)
Sub max (3)

Race ✓✓

Implement affirmative action policies as required by law. ✓
No discrimination should be made based on race. ✓
Any other relevant answer related to addressing race in the work place.

Issue (2)
Strategy(1)
Sub max (3)

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Gender ✓✓

Male and female workers should be paid the same salary/wage for equal work performed. ✓
All posts should be accessible to male and female workers. ✓
Targets may be set for gender employment. ✓
Any other relevant answer related to addressing gender in the work place.

Issue (2)
Strategy(1)
Sub max (3)

Language ✓✓

Workplace policies should be prepared in more than one language so that it can be understood by all workers. ✓
No worker should feel excluded in meetings conducted in one language only. ✓
Any other relevant answer related to addressing language in the work place.

Issue (2)
Strategy(1)
Sub max (3)

Age ✓✓

The ages of permanent workers should vary from 18 to 65 to include all age groups. ✓
Promotions should not be linked to a certain age group. ✓
Any other relevant answer related to addressing age in the work place.

Issue (2)
Strategy(1)
Sub max (3)

Disability ✓✓

Provide easy access to the building/offices for workers in wheelchairs. ✓
Ensure that workers with special needs are not marginalised/feel excluded from workplace activities. ✓
Any other relevant answer related to addressing disability in the work place.

Issue (2)
Strategy(1)
Sub max (3)

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Culture ✓✓

Be sensitive to special requirement for different cultural groups, e.g. allow day(s) off for cultural holiday/festivals. ✓
Cater for special food/preparation methods in the workers' canteen. ✓
Any other relevant answer related to addressing culture in the work place.

Issue (2)
Strategy(1)
Sub max (3)

NOTE: Mark the first FOUR only. 4 x 3 (12)

3.4 Ways to deal with the following personalities in the workplace/business

3.4.1 Complainer

Listen to the complaints but do not acknowledge them. ✓✓

Interrupt the situation and move to the problem-solving process as soon as possible. ✓✓
Any other relevant answer related to how to deal with the complainer Sub max (2)

3.4.2 Indecisive

Guide them through alternatives. ✓✓
Stay in control and emphasise the importance of making a decision. ✓✓
Help them make the decision or solve the problem. ✓✓
Any other relevant answer related to how to deal with an indecisive person Sub max (2)

3.4.3 Expert

Be firm and assertive. ✓✓
Do not accuse them of being incorrect and do not get caught in their game. ✓✓
Know your facts. ✓✓
Any other relevant answer related to how to deal with the expert. Sub max (2)

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3.4.4 Quiet

Do not fill their silence with words. ✓✓
Wait for their response. ✓✓
Prompt them through the process so that they give input. ✓✓
Restrict the time of the discussion. ✓✓
Any other relevant answer related to deal with the quite person Sub Max (2)

3.4.5 Aggressive

Allow them time to speak and blow off. ✓✓
Be firm, but do not attack them. ✓✓
Do not allow them to be hostile towards others. ✓✓
Any other relevant answer related to deal with the aggressive person Sub max (2)
Max (10)

3.5 Criteria for team performance

Interpersonal attitudes and behaviour ✓✓

Has a positive attitude of support and motivation towards co-team members. ✓
Has a positive attitude and passion to achieve team objectives. ✓
There must be clear objectives and agreed goal. ✓
Team members must be committed to achieve the team objectives. ✓

Criteria: (2)
Discussion: (1)
Sub Max: (3)

Shared values ✓✓

Shows loyalty and respect towards team members despite differences. ✓
Perform team tasks with integrity, responsibility and meeting✓ team deadlines with the necessary commitment to team goals✓

Criteria: (2)
Discussion: (1)
Sub Max: (3)

Communication ✓✓

Speaks clearly and listens attentively. ✓
Communicates with team members and allows for feedback✓
Encourage discussions about problems so that solutions can be found✓

Criteria: (2)
Discussion: (1)
Sub Max: (3)

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Co-operation✓✓

Willing to co-operate in the team to achieve team objectives. ✓
Willingness to co-operate with management to achieve team and business objectives✓

Any other relevant answer related to criteria that individuals can use to assess themselves against team performance.

Criteria: (2)
Discussion: (1)
Sub Max: (3)
Max (12)

[60]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
3.1.1	2
3.1.2	10
3.1.3	6
3.2	8
3.3	12
3.4	10
3.5	12
TOTAL	60

QUESTION 4: BUSINESS OPERATIONS

4.1
4.1.1 Employment Equity Act (EEA) ✓✓ (2)

4.1.2 Steven is protected by the Employment Equity Act (EEA), which states that employers must not treat an applicant less favourably because of his disability. ✓✓
The act also states that the applicants can decide whether or not to disclose their disability when applying for a job. ✓✓
It regulates affirmative action that people from designated groups for example the disabled who have the relevant qualifications are given opportunities for employment✓✓ Any 2 x 2 (4)

4.1.3
The committee appeared not to be aware of Steven`s disability and were not prepared to employ someone with a disability. ✓✓
They were unfairly discriminating against Steven because they thought he may not be able to perform the job. ✓✓
They saw him as a liability because they may have to spend money to provide special facilities for him. ✓✓
They were unable to deal with his disability as they did not have any policies in place for a disabled person. ✓✓
The panel could not reach consensus to accept Steven as a candidate, so they ended the interview. ✓✓
Any other relevant answer related to why you think the committee terminated the interview Max (2)

4.1.4
People with disabilities want to be viewed with dignity and respect ✓and are afraid of the stigma attached to their disability if they inform the company beforehand. ✓
They feel that employers would consider them as a liability✓ and may not want to consider their credentials. ✓
They do not want to be employed because of their disability✓they want to be considered for their competencies and qualifications. ✓
They do not want to feel that someone is doing them a favour/✓ or that someone is feeling sorry for them because of their disability/they want to get the job on their own merit. ✓
Some advertisements do not require disclosure of disability✓ hence applicants choose not to disclose it. ✓
Any other relevant answer related to why people with disabilities do not disclose their status when applying for a job. Max (4)

Mark the first two reasons.

4.1.5 **Compliance with Employment Equity Act**

Discriminatory appointments should be discouraged. ✓✓
Promote equal opportunities and fair treatment. ✓✓
The appointment process should be clearly defined, so all parties are well informed. ✓✓
Use certified psychometric tests to assess applicants / so that suitable candidates are appointed. ✓✓
Apply affirmative action measures to redress past injustices. ✓✓
Ensure that diversity/Inclusivity in the workplace is achieved. ✓✓
Encourage consultation between employer and employees.✓✓
Draw up an employment equity plan in consultation with employees✓✓
Any other relevant answer related to how the Human Resources manager can comply with EEA. Max (6)

4.1.6 **Guidelines to recruitment committee**

When advertising positions the recruitment committee should refer to their employment equity policy or values and indicate their position on affirmative action. ✓✓
When advertising positions, employers may state that preference will be given to members of designated groups. ✓✓
Ensure that the information received from job applicants focuses on the requirements of the job and does not result in indirect unfair discrimination. ✓✓
When short-listing, an employer could include applicants from designated groups who meet most but not all the minimum requirements. ✓✓
The interview committee should be sensitive, objective and unbiased towards people with disabilities. ✓✓
They should ask applicants to indicate how they would accomplish the inherent requirements of the job and how they needed to be accommodated in the work environment in order to fulfill the requirements of the job. ✓✓
Employers should seek guidance from the code of good practice on the employment of people with disabilities and the technical assistance guidelines on the employment of people with disabilities. ✓✓
Any other relevant answer related to how the that the recruitment committee should consider when dealing with the principles of equity in the workplace, regarding applicants with disabilities Any 3 x 2 (6)
Mark the first 3

4.2 An employment contract conditions usually contains the following:

The full name and address of the employer. ✓✓
The name of the employee and his/ her occupation. ✓✓
The employee's place of work. ✓✓
The date of commencement of the employment relationship and details of a probationary period, if applicable. ✓✓
Ordinary days and hours of work plus arrangements pertaining to overtime. ✓✓
Details of deductions to be made. ✓✓
Any other relevant information to be included in the employment contract Any 5 x 2 (10)
Mark first five only

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4.3.1 Quality indicators for Public Relations function

Management deals quickly with negative publicity. ✓✓
Less/Little/No incidents of negative publicity. ✓✓
Regular positive press releases. ✓✓
Implement sustainable Corporate Social Investment (CSI) programmes. ✓✓
Good results of public surveys on business image. ✓✓
High standard of internal publicity/Appearance of building(s)/Professional way of answering telephones/Appearance of correspondence. ✓✓
Deliver quality goods/services that promote the brand/image with key stakeholders, e.g. customers/suppliers/government/service providers. ✓✓
Compliance with recent legislation, e.g. BEE compliant. ✓✓
Any other relevant answer related to quality indicators for the Public Relations function. Max (8)

4.3.2 Quality indicators for Administration function

Fast and reliable data capturing and processing systems. ✓✓
Supply reliable information 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 and control evaluations are recorded accurately. ✓✓
Any other relevant answer related to quality indicators for the Administration function. Max (8)

4.4.1 **Top management involvement**

Management has a clear vision√ and mission statement with regards to TQM. ✓
Management is responsible for giving strategic guidance✓ with regards to quality management. ✓
Top management always support✓ all TQM activities. ✓
Supervisors have been appointed to control and oversee✓ all stages of TQM processes✓
Customer feedback and complaints✓ are taken into consideration. ✓
Quality reviews✓ are regularly conducted✓
Ensure that shareholders are totally satisfied ✓ with the standards of quality✓
Any other relevant answer related how total client satisfaction will positively impact on a business Max (6)

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4.4.2 **Team work**

Management ensures that everyone ✓ works effectively in a team✓
Quality circles solve problems related to quality✓ and to implement improvements✓
Quality circles give/suggest solutions✓ to top management. ✓
Any other relevant answer related how team work will positively impact on a business

Max (4)
[60]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
4.1.1	2
4.1.2	4
4.1.3	2
4.1.4	4
4.1.5	6
4.1.6	6
4.2	10
4.3.1	8
4.3.2	8
4.4.1	6
4.4.2	4
TOTAL	**60**

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QUESTION 5: MISCELLANEOUS

5.1

5.1.1 Agriculture/Farming✓

5.1.2 Secondary✓

5.1.3 Toyota factory/production plant. (accept any other relevant example/ name of factory) ✓

5.1.4 Tertiary ✓

5.1.5 Rendering of services/intermediary services. ✓

5.1.6 Standard Bank (accept any other relevant example/name of bank) ✓ (6)

5.2 Strategic management process

OPTION 1

- Have a clear vision, a mission statementand 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/ PESTLE /Porters Five Forces analysis. ✓✓
- Formulate alternative strategies to respond to the challenges/ scanning results. ✓✓
- Develop (an) action plan(s), including the tasks to be done/deadlines to be met/resources to be procured, etc. ✓✓
- Implement selected strategies by communicating it to all stakeholders/ organising the business's resources/motivating staff. ✓✓
- Continuously evaluate, monitor, measure strategies in order to take corrective action. ✓✓
- Any other relevant answer related to how the strategic management process can be applied. Max (8)

OR

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OPTION 2

- Review vision statement. ✓✓
- Analyse/Re-examine mission statement. ✓✓
- Conduct an analysis using models such as PESTLE/PORTERS. ✓✓
- Formulate strategy, referring to strategies such as defensive/retrenchment. ✓✓
- Implement strategy, using templates such as action plans. ✓✓
- Control of strategy to identify gaps in planning. ✓✓
- Evaluate strategy to identify deviations in implementation. ✓✓
- Take corrective action to ensure goals/objectives are met. ✓✓
- Any other relevant answer related to how the strategic management process can be applied.

Max (8)

NOTE: The steps may be in any order.

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5.3 **Distinguish between leadership and management**

MANAGEMENT	LEADERSHIP
Demands respect✓, authority and wants to control. ✓	Invites and motivates ✓freedom of speech and inspires trust. ✓
Gives orders/instructions to the sub-ordinates. ✓	Seeks to empower/facilitates✓ employees. ✓
Thinks that they know all✓ the answers. ✓	Asks the right questions✓ to get to the right answers. ✓
Focuses✓ on the task. ✓	Focuses✓ on individuals/groups. ✓
Focuses ✓on the implementation of policies. ✓	Focuses on motivating workers t✓o help with the implementation processes. ✓
Follows/Implements ✓the vision of the enterprise. ✓	Provides a vision✓ for the enterprise ✓
Minimises ✓and controls risk. ✓	Always on the lookout✓ for business opportunities. ✓
Ensures that profit targets✓ are met. ✓	Strategises ✓to increase profitability. ✓
Administer ✓ to delegate✓	Innovate ✓to bring about change✓
Have a short-term ✓view ✓	Have a long-term ✓view ✓
Monitor✓ people ✓	Inspire✓ people ✓
Implement ✓plans ✓	Develop✓ goals ✓
Maintain ✓and monitor ✓	Challenge staff ✓and managers ✓
Asks questions which include✓ : when, how, where and who ✓/ more details✓ are required✓	Asks why ✓a task is done ✓/ fewer details✓are required✓

Any other relevant distinction between management and leadership.
The distinction need not be in tabular form as long as the distinction is clear.

Max (8)

5.4 **Discuss the role of personal attitude in successful leadership:**

Enthusiasm ✓– passionate involvement ✓
Self-confidence and believing✓ – belief in yourself as a leader ✓
Desire and drive ✓– strong feeling of wanting to have something ✓
Courage – never gives up✓ the strength to take on challenges ✓
Persistence✓ – dedication and commitment to overcome obstacles✓
Belief in others✓ – see the good in others and recognize their abilities ✓
Taking personal responsibility/accountability✓ – see your role in situations/ don't blame others. ✓
Perseverance✓– not giving up/, being patient✓
Optimism – ✓seeing opportunities /possibilities✓
Reliability, ✓ honesty/ professional ethics. ✓
A leader's good/bad attitude√ can influence the success/failure of the

business.√

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Leaders must know their strengths and weaknesses√ to apply their leadership style effectively.√

Great leaders understand that the right attitude√ will set the right atmosphere.√

Leaders' attitude can influence employees'/teams' thoughts√ and behaviour.√

Leaders should model the behaviour√ that they want to see in team members.√

Leaders must know/understand their teams√ to be able to allocate tasks/roles effectively.√

Enthusiasm√ produces confidence in a leader.√

A positive attitude is critical for good leadership√ because good leaders will stay with the task regardless of difficulties/challenges.√

Successful employees and leaders have a constant desire to work√ and achieve personal and professional success.√

Leaders with a positive attitude know that there is always more to learn√ and space to grow.√

Any other relevant answer relating to the role of personal attitude in successful leadership Any 3 x 2 (6)

5.5.1 Force field analysis ✓✓ (2)

5.5.2 **Application of Forced-field analysis**

Describe the current situation✓ and the desired situation ✓
Identify what will happen✓ if no action is taken.✓
List all the driving✓ and restraining forces for change✓
Allocate a score to each using a numerical scale, ✓ where 1 is very weak and 10 is very strong ✓
List the forces according to strength, the driving forces on the left ✓ and the restraining forces on the right ✓
Analyse the restraining forces ✓ and the best way to address them ✓
Analyse the driving forces ✓ and the best way of advancing them ✓
Identify priorities ✓ and produce an action plan ✓
Any other relevant answer related to the application of Forced-field analysis Max (8)

5.6 **Wellbeing of employees**

Businesses can improve the general quality of life of employees, e.g. pay fair wages/skills development, ✓✓ etc.
Start a nutritional programme so that employees can enjoy one meal per day to keep them in a healthy condition. ✓✓
Provide subsidised housing/accommodation for their employees. ✓✓
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 minimise 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. ✓✓
Offer counselling sessions to employees with personal/emotional challenges. ✓✓
Any other relevant recommendations related in which businesses can contribute time and effort to advance the wellbeing of their employees. Max (6)

5.7 **Benefits of a good quality management system**

Effective customer services will be rendered, resulting in an increased customer satisfaction. ✓✓
Time and resources are used efficiently. ✓✓
Productivity increase through proper time management when using high quality resources. ✓✓
Products and services are constantly improved, resulting in greater customer satisfaction. ✓✓
Vision and mission may be achieved. ✓✓
The business may achieve a competitive advantage over its competitors. ✓✓
Continuous training will constantly improve the quality of employees' skills and knowledge. ✓✓
Employers and employees will have a healthy working relationship which results in happy workers. ✓✓
Increased market share and profitability. ✓✓
Any other relevant answer related to the benefits of a good quality management system. Max (6)

5.8 **Impact of fringe benefits**

Positives/advantages

Attractive fringe benefit packages ✓ may result in higher employee retention/ reduces employee turnover. ✓
It increases employee satisfaction/loyalty✓, as they may be willing to work under pressure/improve personal performance. ✓
Leads to higher productivity✓, as workers work for longer hours/more days. ✓
Attracts good/qualified employees ✓ who do not always need extra training.
Any other relevant positive aspect related to fringe benefits.

AND/OR

Negatives/disadvantages

Fringe benefits are additional costs for businesses✓, which may result in cash flow problems. ✓
Administrative costs increase ✓as payments need to be correctly allocated and recorded for tax purposes. ✓
Decreases business profits✓, as remuneration costs are increasing. ✓
It may create conflict/lead to corruption ✓if allocated unfairly. ✓
Workers only stay with the business because of fringe benefits✓, and may not be committed to their tasks/loyal to the business. ✓
Any other relevant negative aspect related to fringe benefits.

Max (10)

[60]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
5.1	6
5.2	8
5.3	8
5.4	6
5.5.1	2
5.5.2	8
5.6	6
5.7	6
5.8	10
TOTAL	60

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QUESTION 6: BUSINESS ENVIROMENT

6.1 INTRODUCTION

A strategy is a creative plan for success ✓
The strategic plan outlines the strategy ✓
The top management team is responsible for the drawing up of a strategic plan ✓
Any other acceptable introduction relating to business environments (Max 2)

6.2 IDENTIFICATION AND CLASSIFICATION OF CHALLENGES

CHALLENGE	ENVIRONMENT	STRATEGY TO OVERCOME THE CHALLENGE
Equipment needs replacing ✓✓ Cause environmental damage by creating dust in the air/ which has left many people with respiratory problems ✓✓ Any other acceptable challenge from the case study	Micro environment✓✓	budget and plan to replace equipment over a period of time ✓✓ Employ an environmental health officer / research modern methods of mining/ implement Green Peace ✓✓ Any other acceptable strategy to overcome challenge from the case
New mine with latest machinery and technology ✓✓ New mine offers better pay and working condition ✓✓ Transport company increased their transport costs ✓✓ Consumer are looking for more "green" energy forms✓✓ Any other acceptable challenge from the case study	Market environment ✓✓	Upgrade existing machinery and equipment ✓✓ Improve remuneration packages and working environment ✓✓ Look for other options e.g. in sourcing, rail transport✓✓ Research safer ways of using coal / alternative forms of energy ✓✓ Any other acceptable strategy to overcome challenge from the case study
Environmental damage by creating dust in the air ✓✓ HIV/Aids in the community ✓✓ Price of coal dropped internationally ✓✓ Any other acceptable challenge from this case study	Macro environment ✓✓	Implement systems to reduce / eliminate dust emissions Get involved in an Aids-campaign ✓✓ Negotiate better deals, find other countries who are interested in buying coal ✓✓ Any other acceptable strategy to overcome challenges from the case study

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Note: Strategies to be linked to the challenges.

Identification (6)
Challenges (12)
Strategies (12)
Max (18)

6.3 PORTER'S FIVE FORCE

6.3.1 THREAT OF NEW ENTRANTS✓✓

The power Vusi's business has in the market ✓will depend on how easy it is for new competitors to enter the market. ✓
If Vusi's business is highly profitable it may attract more investors,✓✓which will put him in a more competitive position. ✓
If the barriers to enter Vusi's market are low, ✓then it will be easy for other businesses to enter the market. ✓
New competitors can quickly/easily enter the market✓ if it takes little time or money to do so. ✓
Competitors need to follow Legal regulations✓ when mining coal ✓
Expensive and specialized equipment used in mining✓ –barriers to entry is high ✓
Due to prices falling in international market ✓– profitability in coal mining industry will decrease – causing less interest in the industry for competitors ✓
High capital requirements of mining companies✓ make it more difficult for competitors to enter ✓
Any other acceptable answer relating to new entrants to the market

Name: (2)
Discussion: (2)
Max (4)

6.3.2 BARGAINING POWER OF BUYERS✓✓

Vusi must assess how easy it is for his buyers to✓ drive prices down. ✓
Buyer power will depend on the number of buyers,✓ the importance of each buyer for Vusi's business and the cost of switching to other products/services. ✓
If Vusi's business is dealing with a few powerful buyers, ✓then they are often able to dictate terms to the business. ✓
Price sensitivity of buyers✓ – buyers are forcing the price down on the international market ✓
Vusi must conduct market research ✓so that he can really know his buyers. ✓
Any other acceptable answer relating to bargaining power of buyers

Name: (2)
Discussion: (2)
Max (4)

6.3.3 THREAT OF SUBSTITUTION ✓✓

Substitute products/-services ✓are other products/services that can completely or partly satisfy the same needs of consumers and can be used to replace Vusi's products/services. ✓
If Vusi's product can easily be substituted,✓ this weakens the power of his business in the market. ✓
Substitute products ✓can cause Vusi's business to reduce/lose its market share completely. ✓
If Vusi's products are unique✓ then he will not be threatened by substitute products. ✓✓
Vusi must do market research✓ to assess if customers are using substitute products/services and why are they choosing these alternatives. ✓
Due to the wide publicity on global warming✓, many people are looking for other forms of energy that will not have such a large impact on the environment. ✓
It is important that Vusi changes or improves his existing product✓/services to remain competitive. ✓
Any other relevant answer related to the threat of substitution.

Name: (2)
Discussion: (2)
Max (4)
Max (12)

6.4 CONCLUSION

Using strategies to overcome challenges will improve the business's competitive advantage. ✓✓
Making use of Porter's Five Forces Model will help to improve our competitive advantage. ✓✓
Any other acceptable conclusion relating to strategies to overcome challenges and Porter's Five Forces **Max (2)**

BREAKDOWN OF MARK ALLOCATION

Details	Max	Total
Introduction	2	
Identification of environment	6	
Challenges	12	
Strategies to overcome challenges	12	Max 32
Porter's Five Forces Model	16	
Conclusion	2	
INSIGHT		
Layout		2
Analysis and interpretation		2
Synthesis		2
Originality and examples		2
TOTAL		40

LASO – For each component
Award 2 marks if all requirements are met.
Award 1 mark if only some of the requirements are met.
Award 0 marks where requirements are not met at all.

QUESTION 7

INTRODUCTION

7.1

Enterprises realise that they cannot exist in isolation, and have to interact with the various environments. ✓
Many institutions in South Africa have their own code of conduct and code of ethics and a commitment to ethical and professional behavior. ✓
A code of practice usually addresses professional behaviour/professionalism, whereas a code of ethics contains ethical actions/what is right and acceptable in a business. ✓
Any other relevant introduction on the relevant introduction on the relationship between business ethics and professionalism. ✓ Any 2 x 1 (2)

7.2 Distinguish between professionalism and unprofessionalism

Aspect	Professionalism	Unprofessionalism
7.2.1 Respect✓ (1)	- Use polite language✓ towards colleagues. ✓ - Help others and listen✓ to advice from others. ✓ - Acknowledge differences✓ in background / culture / religion. ✓ - Any other relevant example of respect to show professionalism. Max (2)	- Use rude/✓impolite language. ✓ - Swearing ✓at a colleague. ✓ - Nasty remarks ✓about other people's ideas/opinions. ✓ - Ridiculing differences in language, ✓culture or religion. ✓ - Inappropriate, ✓ offensive clothing.✓ - Any other relevant example of respect to show unprofessionalism. Max (2)
7.2.2 Integrity✓ (1)	- Looking after ✓equipment. ✓ - Keep to the working✓ hours. ✓ - Not bending the law✓ to suit oneself. ✓ - Engage in open ✓dealings. ✓ - Any other relevant example of integrity to show professionalism. Max (2)	- Use business's resources ✓for private purposes. - Take without permission✓/Steal business resources. - Make feeble excuses✓ for work not done. - Accept ✓bribery. ✓ - Any other relevant example of integrity to show unprofessionalism. Max (2)
7.2.3 Competency✓ (1)	- Doing the best ✓possible job. ✓ - Work overtime✓ if necessary. ✓ - Going beyond✓ job descriptions. ✓ - Coach✓ and mentor colleagues. ✓ - Any other relevant example of competency to show professionalism. Max (2)	- Take shortcuts ✓with tasks. ✓ - Not meeting ✓deadlines. ✓ - Refuse to work overtime ✓although colleagues are doing it. ✓ - Not taking pride in completing ✓tasks thoroughly. ✓ - Any other relevant example of competency to show unprofessionalism. Max (2)

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7.2.4 Confidentiality (1)	- Keep clients' information private✓ and confidential. ✓ - Refrain from criticising clients✓ in front of colleagues and vice versa. ✓ - Not using clients' information✓ to own advantage. ✓ - Any other relevant example of confidentiality to show professionalism. Max (2)	- Gossip✓ about clients. ✓ - Discuss confidential client information✓ with colleagues. ✓ - Use client information✓ for own advantage. ✓ Any other relevant example of confidentiality to show unprofessionalism. Max (2)
7.2.5 Objectivity (1)	- Treat people✓ equally. ✓ - Apply laws/rules✓ consistently and properly. ✓ - Remain objective✓ at all times. ✓ - Any other relevant example of objectivity to show professionalism. Max (2)	- Have special preferences✓ for own benefit. ✓ - Have one-sided ✓views. ✓ - Support ✓destructive ideas. ✓ - Any other relevant example of objectivity to show unprofessionalism. Max (2)
7.2.6 Development (1)	- Attend skills development ✓programmes. ✓ - Learn from senior / ✓ experienced colleagues. ✓ - Improve knowledge✓ through reading and conducting research. ✓ - Any other relevant example of development to show professionalism. ✓ Max (2)	- Refuse✓ to attend skills development programmes. ✓ - Have a 'know it all✓' attitude. ✓ - Refuse✓ to work in teams. ✓ - Disregard ✓the experience of senior workers. ✓ - Any other relevant example of development to show unprofessionalism. Max (2)

Name: (1)
Example/ explanation of professionalism: (2)
Example/ explanation of unprofessionalism: (2)
Max (15)

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7.3 Taxation

The government needs revenue from taxation✓ to provide essential services such as housing, education, infrastructural development and health care. ✓
Professional behaviour for the business in this regard would be for the business not to avoid tax✓ by falsifying financial records. ✓
Company tax, VAT and personal income tax✓ are some of the main sources of income for the government. ✓
Tax evasion is illegal in South Africa✓ and is regarded as a crime punishable with a fine or even prison sentence. ✓
SARS oversees✓ the collection of tax. ✓
Any other relevant evaluation on taxation. Sub max (6)

Strategies to Address Taxation

Employees should report any tax evasion or tax avoidance in a business. ✓✓
Consumers, suppliers and buyers should ensure that all products are correctly invoiced and recorded. ✓✓
The public should report any suspicion of tax fraud to SARS. ✓✓
Businesses should be aware and up to date with the latest SARS regulations and tax laws. ✓✓
Business should pay their taxes to avoid penalties and interest and even imprisonment. ✓✓
Any other relevant answer related to strategies to address taxation.
Any 2 x 2 (4)
Max (10)

7.4 Unauthorised use of funds Evaluation

Fraud is a theft, misuse of money✓ that belongs to the employer. ✓
Fraud increases the cost of doing business, ✓ affects competition and discourages investors by raising prices to absorb the losses. ✓
This leads up to money laundering✓ which affect the economy and also unethical. ✓
Any other relevant evaluation on unauthorised use of funds.
Sub max (6)

Strategies to Address Unauthorised use of Funds

The business and management should keep a tight control of company funds. ✓✓
Only authorized and trustworthy employees should be given access to company money. ✓✓
Management should audit all spending regularly. ✓✓
Clear policies should be in place so that employees are aware what is considered to be theft. ✓✓
Limit, to the absolute minimum, the number of employees who have access to funds. ✓✓
Formulate a fraud prevention strategy. ✓✓
Identify vulnerable areas. ✓✓
Combat fraud through internal auditing. ✓✓
Any 2 x 2 (4)
max (6)

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7.5 Ways in which ethical business practice should be conducted

7.5.1 Businesses should not be started at the expense of someone else✓✓

The aim should never be profit at all cost, as it will always be to the disadvantage of others. ✓✓
Businesses should not use other's ideas to enrich themselves. ✓✓
Putting someone else out of business for own gain, is unethical and a poor moral choice. ✓✓
Any other relevant answer related to starting business at the expense of someone else. Sub max (4)

7.5.2 Payment of fair wages/salaries ✓✓

Workers must not be exploited with low salaries just because it is difficult to find a job. ✓✓
Workers' rights and dignity should be respected. ✓✓
Employees make a contribution to the success and profitability of the business, therefore they must be remunerated fairly. ✓✓
Remunerate workers for working overtime and on public holidays. ✓✓
Hiring honest and trustworthy accountant/financial officers with good reputations. ✓✓
Businesses should appoint accountants who are known for their ethical and professional reputation and who can prove it with documentation. ✓✓
Any other relevant answer related to payment of fair remuneration Sub max (4)

7.5.3 Regular payment of taxes ✓✓

Businesses should complete tax returns in detail and on time. ✓✓
Businesses should not evade tax and honestly declare all income earned. ✓✓
Business should pay tax to avoid government penalties and fines. ✓✓
Any other relevant answer related to regular tax payments. Sub max (4)

7.5.4 Transparent processes and procedures ✓✓

Staffing and other processes should be open and transparent. ✓✓
Employees should be aware of the employment policy of the business. ✓✓
All laws that govern employment should be communicated to workers. ✓✓
Any other relevant answer related to transparent processes and procedures. Sub max (4)

7.5.5 Draw up a code of ethics ✓✓

Ethical codes of conduct should be communicated to workers, so that they know what is expected and what the company stands for. ✓✓
Employees should buy into the expectations for ethical norms/conduct as set out in company's code of ethics. ✓✓
Any other relevant answer related to drawing up a code of ethics. Sub max (4)

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7.5.6 **On-going development and training for all employees** ✓✓

Continuous and regular training is necessary to explain the importance of ethical and professional conduct.
Employees should understand that certain conduct/actions have certain consequences. ✓✓
Employees should be encouraged to attend training courses and upgrade their skills. ✓✓
Employees promote their own career development and also contribute to an increase in productivity. ✓✓
Any other relevant answer related to on-going training and development. Sub max (4)

7.5.7 **Performance management system should be in place** ✓✓

Business should evaluate employees' performance against the job description. ✓✓
Employees should be acknowledged for good performance. ✓✓
Training needs can be based on the results obtained from conducting performance appraisals. ✓✓
Management systems should ensure that employees are treated equally to prevent conflict. ✓✓
Workers' rights should also be considered when management systems are introduced. ✓✓
Any other relevant answer related to performance management systems. Sub max (4)

7.5.8 **Managers must set the tone and example** ✓✓

Senior management members must act as role models by ensuring that their actions and decisions are in line with the code of ethics. ✓✓
Employees should have a desire to exhibit the behaviour of their managers. ✓✓
Any other relevant answer related to the example set by management. Sub max (4)

7.5.9 **Adequate internal controls** ✓✓

Effective monitoring systems should be in place to monitor usage of all resources. ✓✓
Regular meetings/discussions should identify and address potentials problems, in order to be pro-active or re-active. ✓✓
Workers should understand the purpose and the processes of internal control. ✓✓
Any other relevant answer related to internal control measures. Sub max (4)

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7.5.10 **Honesty, accountability and transparency in relationships and transactions** ✓✓

Transactions/Relationships with all stakeholders, e.g. suppliers, staff, etc. should always be honest and open. ✓✓
If transactions are properly documented, a paper trail is created that supports accountability. ✓✓
Systems should protect customers, suppliers and employees, especially when dealing with financial transactions. ✓✓
Information technology should never be used to manipulate the database or make transactions look so complicated that they are not properly inspected. ✓✓
Any other relevant answer related to honest, accountable and transparent transactions/relationships. Sub max (4)

7.5.11 **Protection of the environment** ✓✓

All laws and regulations applicable to environmental protection should be taken seriously. ✓✓
Laws and regulations should be adhered to so that profits are not generated at the expense of the environment. ✓✓
Pollution and other environmental issues should always be considered in all business activities, e.g. safe disposal of waste/ dumping of toxic waste, etc.
Become involved in environmental awareness programs. ✓✓
Physical working conditions should always be worker friendly, safe and should promote occupational health.
Physical working conditions, e.g. adequate lighting, ventilation should be taken care of. ✓✓
Any other relevant answer related to the protection of the environment. Sub max (4)

Any other relevant answers on ways in which professional, responsible, ethical and effective business practice should be conducted. Max (12)

7.6 **Conclusion**

Business need to implement policies and legislation related to professionalism. ✓✓
Business should monitor and evaluate the implementation of these policies and legislations. ✓✓
Any other relevant conclusion on professionalism /unprofessionalism / appropriate business practices

NOTE: Candidates should be awarded marks when examples demonstrate understanding. (2)

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BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	Max 32
Distinguish	15	
Taxation	10	
Unauthorised use of funds	10	
Ways	12	
Conclusion	2	
INSIGHT		
Layout		2
Analysis, interpretation		2
Synthesis		2
Originality, Examples		2
TOTAL MARKS		40

LASO – For each component
Award 2 marks if all requirements are met.
Award 1 mark if only some of the requirements are met.
Award 0 marks where requirements are not met at all.

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QUESTION 8

8.1 **INTRODUCTION**

Good leaders are also good managers, as both can inspire/energise people and bring about change. ✓
Leaders and managers can create opportunities and motivate people to be productive which lead to successful businesses. ✓
Many managers are also good leaders with excellent management skills. ✓
Some managers are task driven which may result in conflict if employees' interests are neglected. ✓
Managers who ignore their leadership role will not be able to motivate people to get the job done successfully. ✓
Leadership theories guide leaders on how to address/manage certain situations. ✓
Any other relevant introduction related to management and leadership styles/theories. Max (2)

8.2 **Leadership theories**

8.2.1 **Situational 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 exist between the leader and followers/subordinates/employees. ✓
Any other relevant answer related to an explanation of the situational leadership theory. Max (8)

8.2.2 **Transformational theory**

The passion/vision/personality of leaders inspire✓ followers to change their expectations/perceptions/motivations to work towards a common goal. ✓
Strategic thinking leaders develop a long term vision✓for the organisation and sell it to subordinates/employees. ✓
Leaders have the trust/respect/admiration✓ of their followers/subordinates. ✓
Leaders promote intellectual stimulation/creative thinking/problem solving✓ which result in the growth/development/success of the business. ✓

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Followers are coached/mentored/emotionally supported✓ so that they can share their ideas freely. ✓
Leaders will encourage followers✓ to explore/try new techniques/opportunities. ✓
Leaders lead by example✓ and make workers interested in their work. ✓
Leaders have strong, charismatic personalities✓ and are very good at motivating staff to achieve results. ✓
Enable employees to take greater ownership for their work ✓and to know their strengths and weaknesses. ✓
Any other relevant answer related to an explanation of the transformational theory.

Max (8)

8.3 **Leadership styles**

8.3.1 **Bureaucratic leadership style**

Positives /advantages

Managers ensure that rules/regulations✓ are always followed accurately. ✓
Works well when tight control measures ✓need to be implemented/ followed. ✓
Health and safety are increased ✓ in a dangerous workplace, e.g. construction sites/mines. ✓
Followers know what is expected of them✓ because of detailed instructions. ✓
The quality of work√ can be ensured. ✓
Ensures accountability✓ to the general public/customers. ✓
Ultimate/Strict control over systems/procedures✓ ensure high quality output. ✓
Any other relevant answer related to a positive evaluation of a bureaucratic leadership style.

AND/OR

Negatives /disadvantages

This leadership style is that it's ineffective in teams/ organizations✓ that rely on flexibility, creativity, or innovation✓

Complicated official rules✓ may seem unnecessary/time consuming. ✓
Leaders may acquire power/become authoritative✓ and can disregard inputs from others. ✓
Very little room for error, ✓ so workers feel they are not always treated with dignity. ✓
Lack of creativity/innovation/self-fulfilment✓ may lead to stagnation/ decrease in productivity. ✓
Employees may feel they have become objects of work✓ and are not treated as humans. ✓
Any other relevant answer related to a negative evaluation of a bureaucratic leadership style.

max (10)

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8.3.2 **Charismatic leadership style**

Positives/advantages

This leadership style is used when management has identified low morale✓ amongst employees. ✓
The leader uses personal charm/inspiration✓ rather than power and authority to influence or lead subordinates. ✓
Serves as a role model✓ and people follow him/her. ✓
Has vision✓ and is able to communicate well with others. ✓
Praises subordinates, ✓ even for little success achieved. ✓
Has good values✓ that may lead the company to greater success. ✓
Charismatic leaders have faith and believe in themselves, ✓ that is why they inspire their subordinates. ✓

Negatives/ disadvantages:

Charismatic leaders are tolerant of challenges, ✓ because they want to make subordinates feel special/happy. ✓
Perceive themselves✓ as irreplaceable. ✓
May not always be objective in assessing employees' capabilities✓ as they are focussing on making them feel good. ✓
Any other relevant answer related to the evaluation of the Charismatic leadership style.

max (10)

8.4 **Application of leadership styles**

8.4.1 **Application-Bureaucratic leadership style**

This is an appropriate leadership style for work involving serious safety risks ✓ (such as working with machinery, with toxic substances, or at dangerous heights) or where large sums of money are involved. ✓
Bureaucratic leadership is also useful in organizations✓ where employees do routine tasks (as in manufacturing). ✓
Any other relevant application related to bureaucratic leadership style

(Max) (4)

8.4.2 **Application- Charismatic leadership style**

This style is commonly used by politicians, religious leaders✓ and business teams. ✓
Applied when an organization/business✓ is undergoing change. ✓
Used as a method to motivate✓ employees. ✓
Applied when the leader gives recognition to employees✓ for good performance. ✓
Applied when developing the skills✓ of the work force. ✓
Any other relevant application related to Charismatic leadership style.

Max (6)

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8.5 CONCLUSION

- A leader who is positive/enthusiastic/energetic will inspire his followers to improve/ empower/uplift themselves and achieve their own personal goals. ✓✓
- Managers can also be successful leaders if they do not only focus on the task at hand, but also the people/workers who will execute the task. ✓✓
- Leaders who understand various leadership styles and theories may be able to lead effectively and handle any situation. ✓ ✓
- Any other relevant conclusion related to leadership styles/theories of management and leadership that will ensure the success of any business.

Max (2)

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	
Situational theory	8	
Transformational Theory	8	
Bureaucratic leadership style	10	Max 32
Charismatic leadership style	10	
Bureaucratic leadership style: application	4	
Charismatic leadership style: application	6	
Conclusion	2	
INSIGHT		
Structure		2
Synthesis		2
Analysis, Interpretation		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.

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QUESTION 9: BUSINESS OPERATIONS (QUALITY OF PERFORMANCE)

9.1 Introduction

Top management is ultimately responsible for quality of performance. ✓
Senior executives need to be able to guide and direct all business functions to improve its quality of performance. ✓
Everyone employed in a business has a role to play in realising the goal of quality performance. ✓
Continuous improvement to processes and systems will ensure quality products and services. ✓
Any other relevant introduction related to quality of performance within business/Total Quality Management (TQM). Max (2)

9.2 Contribution of the quality of performance to the success of Speedy Electrical

9.2.1 Production function ✓✓ (2)

Provide high quality electrical appliances✓ according to specifications. ✓
The production/operating processes of a business should be done correctly ✓ through proper production planning and control. ✓
Products and services should be produced at the lowest possible cost✓ to allow for profit maximisation. ✓
Speedy Electrical should clearly communicate ✓ the roles and responsibilities to the production workforce. ✓
Products must meet customers' requirements √by being safe, reliable and durable. ✓
Speedy Electrical should have good after-sales services✓ and warrantees. ✓
Empower workers✓ so that they can take pride in their workmanship. ✓
Get accreditation✓ from the SABS/ISO 9001 to ensure that quality products are being produced. ✓
Specify the product or service standards✓ and take note of the factors that consumers use to judge quality. ✓
Monitor processes and find the root causes✓ of production problems. ✓
Implement quality control systems✓ to ensure that quality building products are consistently being produced ✓
Speedy Electrical should utilise machines / equipment ✓optimally. ✓
Accurately calculate✓ the production costs. ✓
Any other relevant answer related to how quality of performance in the production function can contribute to the success of Speedy electrical. Max 12

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9.2.2 **Marketing function**✓✓ (2)

Acquire a greater market share√ through good customer service. ✓
Win customers loyalty by satisfying their needs/wants✓ and 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 and profitability. ✓
Constantly review✓ value issues. ✓
Communicate effectively with customers✓ to get feedback from customers 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 how quality of performance in the marketing function can contribute to the success of Speedy Electrical

Max (12)

9.2.3 **General management function** ✓✓ (2)

Develop, implement and monitor ✓ effective strategic plans. ✓
Efficient organisation and allocation resources to ✓
allow for the successful achievement of long-term and short-term plans. ✓
Ensure that structured standards and norms are in place✓ so that control mechanisms can be implemented. ✓
Learn about and understand changes in the business environment ✓ on an on-going basis. ✓
Set direction and establish priorities✓ for their business. ✓
Communicate ✓ shared vision, mission and values effectively. ✓
Be prepared to set an example of the behaviour they expect from employees✓ in terms of ethics as well as productivity. ✓
Ensure that employees have the resources needed ✓ to do their work (effective allocation of resources). ✓
Be proactive and always seek to improve comparative advantage✓ over competitors. ✓
Any other relevant answer related to how the quality of performance in the general management function can contribute to the success of Speedy Electrical

max (12)
Max (36)

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9.3 **Continuous improvement to systems and processes**

Processes and systems are the flow of activities implemented ✓to create or deliver products/services to customers. ✓
Speedy Electrical should identify an opportunity or problem area/✓ plan for change. ✓
Introduce the idea✓ of a corporate culture change. ✓
Plan the method and approach ✓so that the business can manufacture better electrical appliances. ✓
Give details✓ and specific instructions. ✓
Encourage team work✓ and delegate responsibilities. ✓
Implement change/processes and methods✓ on the required/expected scale. ✓
Use data to analyse the results of change ✓and determine whether it made a difference/Check whether the processes are working effectively. ✓
Determine if the change was successful ✓and continuously implement it on a wider scale. ✓
Monitor and revise the process✓ to ensure that quality appliance are manufactured. ✓
Speedy Electrical processes ✓should be easy to understand ✓
Speedy Electrical should not waste their time✓ with long and/or complicated procedures. ✓
Employees need to understand the building and construction systems✓ in order to render effective services to customers. ✓
Any other relevant answer related to how continuous improvement systems and processes may improve the quality of Speedy Electrical appliances. Max (10)

9.4 **Conclusion**

The quality of performance of business functions plays an important role in ensuring that Speedy Electrical customers are satisfied. ✓✓
Will be successful if they maintain quality of performance in all their business functions/operations. ✓✓
Continuous improvement to processes and systems ensures that businesses keep abreast with current business development. ✓✓
Any other relevant conclusion related to the quality of performance within the above-mentioned business functions. Max (2)

[40]

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BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	Max 32
Business functions	36	
Continuous improvement to systems and processes	10	
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

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