GAUTENG PROVINCE
EDUCATION
REPUBLIC OF SOUTH AFRICA

PREPARATORY EXAMINATION

2016

MEMORANDUM

BUSINESS STUDIES (10720)

42 pages

GAUTENG DEPARTMENT OF EDUCATION

PREPARATORY EXAMINATION

BUSINESS STUDIES

MEMORANDUM

NOTES TO MARKERS

1. Candidates' responses must be in full sentences for SECTIONS B and C depending on the nature of each question.

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

   - uses a different expression from that which appears in the memorandum.
   - comes from another source.
   - is original.
   - uses a different approach.

   NOTE: There is only one correct answer to questions in SECTION A.

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

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

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

6. The incorrect numbering of answers to questions or sub-questions must be severely penalised in SECTIONS A and B.

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

8. Note that no marks will be awarded for indicating Yes or No in evaluation-type questions, requiring substantiation. This is applicable to SECTIONS B and C.

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

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

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

   NOTE:
   - The above could also apply to describe, discuss, explain, distinguish, differentiate, compare, analyse, etc.
   - This will depend on the nature, content and context of the question.

10. **SECTION B**

   10.1 If for example, FIVE facts are required, mark the candidates' FIRST FIVE responses. Indicate by drawing a line across the unmarked portion or use the word 'Cancel'.

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

   10.2 If two facts are written in one sentence, award the candidate FULL credit. Point 10.1 above still applies.

   10.3 If candidates are required to provide their own examples / views, think about the answer and consider the correctness of each answer carefully.

   10.4 **Use of the cognitive verbs and allocation of marks**

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

   - Fact = 2 marks (or as indicated in the memorandum)
   - Explanation = 1 mark

   The 'fact' and 'explanation' are given separately to facilitate mark allocation.

10.4.2 If the number of facts is not specified, the candidate must be informed by the nature of the question and the maximum mark is allocated.

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

11. SECTION C

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

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

11.2 Insight consists of the following components:

Layout / Structure	Is there an introduction, body, proper paragraphs and a conclusion?	**2**
Analysis and interpretation	Candidates' ability to break down questions/interpret it correctly to show understanding of what is being asked**.**	**2**
Synthesis	What parts of the question would you have included in the answer? Are there decisions made from a combination of relevant points? This part of the question will be marked in a negative way. If there are irrelevant parts, indicate it with -S in the margin. Marks to be allocated using this guide: Many irrelevant facts: 0 (-S x 2) Some irrelevant facts: 1 (-S x 1) Only relevant facts: 2 **NB: If there is no'-S', then award the maximum (2) marks.**	**2**
Originality	Examples, recency of information, current trends and developments	**2**
	TOTAL FOR INSIGHT: **TOTAL MARKS FOR FACTS:** **TOTAL MARKS FOR ESSAY (8 + 32)**	**8** **32** **40**

NOTE: **1. No marks will be awarded for contents repeated from the introduction and conclusion.**

2. The candidate forfeits marks for layout if the words INTRODUCTION and CONCLUSION are not stated.

3. No marks will be allocated for layout, if the headings INTRODUCTION and CONCLUSION are not supported by an explanation.

11.3 Indicate insight in the left-hand margin with a symbol (L, A, S and / or O)

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

11.5 Mark all relevant facts until MAXIMUM mark in a sub-section has been attained. Write 'MAX' after maximum marks have been obtained.

11.6 At the end of the essay indicate the allocation of marks for facts and marks for insight as follows: (L – Layout; A – Analysis; S – Synthesis; O – Originality)

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

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

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

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

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

SECTION A

QUESTION 1

1.1	1.1.1	D √√		
	1.1.2	B √√		
	1.1.3	A √√		
	1.1.4	B √√		
	1.1.5	C √√		
	1.1.6	C √√		
	1.1.7	B √√		
	1.1.8	B √√		
	1.1.9	A √√		
	1.1.10	A √√	(10x2)	**(20)**
1.2	1.2.1	Strategy √√		
	1.2.2	Security √√		
	1.2.3	Debenture √√		
	1.2.4	Conflict √√		
	1.2.5	SABS √√	(5x2)	**(10)**
1.3	1.3.1	I√√		
	1.3.2	E√√		
	1.3.3	A√√		
	1.3.4	H√√		
	1.3.5	F√√		
			(5x2)	**(10)**

TOTAL SECTION A: 40

SECTION B

QUESTION 2: BUSINESS ENVIRONMENTS

2.1 2.1.1 Power of suppliers √√

2.1.2 Competitive rivalry √√

2.1.3 Power of customers√√

2.1.4 Barriers to entry√√

2.1.5 Availability / threat of substitutes goods / services√√ (5x2) (10)

2.2 2.2.1 Tertiary√√ (2)

2.2.2 **Challenges faced by the business**

- Increase in interest rates√
- Clara unskilled / lack of skill in operating cash register √
- Clara treats customers unprofessionally. √
- City of Johannesburg has increased water and electricity rates. √ (4)

2.2.3 National Credit Act √√ (2)

2.2.4 **Compliance with NCA**

- Credit providers must submit an annual compliance report to the National Credit Regulator.√√
- Credit providers must conduct an affordability assessment to ensure that the consumer has the ability to meet his / her obligation. √√
- Credit providers need to have procedures in place to comply with the provision of the Financial Intelligence Centre Act (FICA) e.g. Verify the identity of clients, report suspicious transactions, train staff on their obligations in terms of FICA. √√
- Credit providers must also conduct a credit check with a registered credit bureau and may also consult the National Credit Register. √√
- Businesses that provide credit should not discriminate against applicants. √√
- Credit providers must register with the National Credit Regulator. √√
- Any other relevant answer related to compliance with the requirements of the National Credit Act. Max (8)

2.3 **Negative impact of SDA**

- There is a lot of paperwork / administrative work.√ Clara has to complete the application form / registration form.√
- The business will have less money because it has to pay the skills levy / trainers.√
- Bureaucracy / Red tape√ when applying for learnership programmes.√
- Less time is devoted to performance.√ The business has to train / coach / mentor Clara.√
- Short-term loss of profitability√ because Clara has to take time off to go for training.√
- Clara needs regular training√ to keep up with the demands of a dynamic working environment / to improve customer care services. √
- Difficult to assess the service providers√ of SETAs.√
- Skill Development Levy could be an extra burden√ to financially struggling businesses.√
- SETAs are not well organized√ and some courses offered do not have the required credit relevant to the content of the course. √
- Once Clara's skills have been improved√, she becomes marketable and may leave the business.√
- It is difficult to monitor and control all the regulations and institutions arising from the SDA.
- When Clara becomes more skilled, √ she may demand a higher salary.√
- Any other relevant answer related to challenges / negative impact of the Skills Development Act on Ekasi Sportswear Manufacturers (Pty) Ltd. (4x2) (8)

2.4 **Consumer rights**

- Right to choose√√
  Consumers have the right to:
- Choose suppliers and / or goods√
- Shop around for the best prices√
- Reject goods that are unsafe / defective for a full refund√
- Cancel / renew fixed term agreements√
- Request written quotations and cost estimates√
- Any other relevant answer related to the consumer's right to choose as defined in the CPA Sub max (3)

- Right to return goods / have goods replaced / claim a refund√√
- Goods that are unsafe / defective may be replaced by the supplier.√
- Faulty items may be returned for a full refund.√
- They may return faulty items if the fault occurs within six months after purchasing the item.√
- Any other relevant answer related to the consumer's right to return goods / have it replaced / claim a refund as defined in the CPA. Sub max (3)

- Right to complain√√
- Consumers may use various methods / channels to complain about the poor quality of goods / services.√
- They can complain via customer care desks / consumer hotlines / ombudsman etc.√
- Any other relevant answer related to the consumer's right to complain as defined in the CPA Sub max (3)

- Right to privacy / confidentiality√√
- Consumers have the right to stop / restrict unwanted direct marketing.√
- They can object to unwanted promotional e-mails and telesales.√
- They have the right to stop / lodge complaints about sharing personal details.√
- Any other relevant answer related to the consumer's right to privacy and confidentiality as defined in the CPA Sub max (3)

- Right to fair / honest dealings√√
- Suppliers may not use physical force / harass customers.√
- They may not give misleading / false information about the product / service / transaction.√
- Businesses cannot promote pyramid / chain-letter schemes.√
- Businesses may not overbook / oversell goods / services and then not honour the agreement.√
- Any other relevant answer related to the consumer's right to fair and honest dealings as defined in the CPA Sub max (3)

- Information√√
- Contracts and agreements should be in plain language and easy to understand.√
- Businesses should display prices fully inclusive of all costs.√
- Consumers may request the unit and bulk price of the same product.√
- Businesses should label products and trade descriptions correctly.√
- Any other relevant answer related to the consumer's right to information as defined in the CPA Sub max (3)

- Right to fair / responsible marketing / promotion√√
- Businesses should not mislead consumers on pricing / benefits / uses of goods.√
- Consumers may cancel purchases made through direct marketing within five working days / cooling off-period.√
- All information related to the country of origin / expiry dates / ingredients of the products should be disclosed.√
- Any other relevant answer related to the consumer's right to fair / responsible marketing / promotion as defined in the CPA Sub max (3)

- Right to fair / just / reasonable terms / conditions√√
- Businesses should provide consumers with written notices of clauses that may limit consumer rights.√
- Businesses may not market / sell goods at unfair prices.√
- Any other relevant answer related to the consumer's right to fair terms and conditions as defined in the CPA Sub max (3)

- Right to equality in the consumer market place√√
- Businesses should not limit access to goods / services.√
- They may not vary the quality of their goods / services supplied to different types of consumers.√
- Different prices for identical goods / services may not be charged.√
- Businesses should not discriminate when marketing their products / services in different areas / places.√
- Any other relevant answer related to the consumer's right to equality in the consumer market place as defined in the CPA Sub max (3)

- Right to accountability from suppliers√√
- Consumers have the right to be protected in lay-by agreements.√
- Businesses should honour credit vouchers / prepaid services.√
- Any other relevant answer related to the consumer's right to accountability from suppliers as defined in the CPA Sub max (3)

Note: Mark the first FOUR consumer rights Max 12

2.5 2.5.1 Concentric diversification√√ (2)

2.5.2 **Negative impact of concentric diversification**

- The strategy is risky√ as it involves businesses moving into markets where they have little or no experience. √
- Businesses are required to acquire new skills, facilities and techniques when they apply the strategy.
- Businesses must have enough capital√ if they want to apply the strategy which may not always work for a small business. √
- Diversification will require increased costs√ in labour, materials, and technology. √
- The business will become more complex√ and difficult to manage and co-ordinate. √
- A great deal of creative thinking is required√ as the business may lose focus from its main company objectives and goals. √
- Any other relevant answer related to the negative impact of concentric diversification

Max (8)

2.6 **Differences between product development and market penetration**

Product development	**Market development**
- Business focuses on introducing new√ product / services into existing markets. √	- Business focuses on selling its existing products / services√ into new markets. √
- A business may need to acquire new technology√ to develop a new product. √	- A business must reach the market√ it wants to enter. √
- Example: A computer company that develops a new computer that is faster, smarter and smaller than existing ones √	- Example: A local business that starts to export its goods √
Any other relevant answer related to product development	Any other relevant answer related to product development
Sub max (2)	Sub max (2)

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 (4)**

[60]

BREAKDOWN OF MARKS

QUESTION	MARKS
2.1	10
2.2	16
2.3	8
2.4	12
2.5	10
2.6	4
TOTAL	60

QUESTION 3: BUSINESS VENTURES

3.1 Government retail bonds means the investor lends money to the government for a number of years√ and the government promises to pay the money back at a certain interest rate on a specific date√ (2)

3.2 (a) Two-year retail bond√
(b) Three-year retail bond√
(c) Five-year retail bond√ Any (2x1) (2)

3.3 3.3.1 'Money is deducted from his remuneration and paid into the Unemployment Insurance Fund (UIF)'√

3.3.2 'he insured his house**" or** 'took out a life insurance policy' **or** 'took out insurance on his car'√

3.3.3 'but it is actually worth R1 200 000'√

3.3.4 'he wants to be in the same position as before the loss or damage'√

3.3.5 'he took out a life insurance policy'√ (5x1) (5)

3.4 **In the following instances workers can claim from the UIF:**

(a) People who are temporarily unemployed or retrenched√
(b) Women on unpaid maternity leave or unpaid adoption leave√
(c) People on unpaid sick leave due to illness or hospitalisation√
(d) Families after the breadwinner dies√
Any other relevant instance to claim from the UIF
Any (4x1) (4)

3.5 **Preference shares:**

- Ordinary preference shares√
- Cumulative preference shares√
- Non-cumulative preference shares√
- Participating preference shares.√
- Non-participating preference shares√ Any (1x1) (1)

3.6 **Ordinary shares**:

3.6.1 **Rights**: There are two rights: Shareholders have voting rights√√ and the right to all dividends√√ as part-owners of the company. (2x2) (4)

3.6.2 **Limitations**: These shareholders only receive profits after preference shares.√√ (2)

3.7

Insurance	Assurance
Insurance refers to cover for a possible event√ e.g. an accident, theft√, etc.	Assurance is cover for an event that is certain to happen√, e.g. death, etc.√
Short-term insurance against a possible event√ e.g. car insurance, etc.√ Any other relevant fact to describe insurance Sub max 2	Long-term insurance against a certain event, retirement, etc.√ Any other relevant fact to describe assurance Sub max 2

(4)

NOTE: The differences must link

3.8 **Importance of insurance**

- Insurance will protect Rex Duke against a wide variety√ of uncertain events and possible risks.√
- Certain kinds of insurance policies can be used as security √ when the business applies for loans.√
- Insurance can protect the business owners √ from claims made by the employee. √
- Transfers the risk from the business / insured√ to an insurance company / insurer.√
- The transfer of the risk is subject to the terms and conditions√ of the insurance contract.√
- Protects the business against theft and loss of stock and / or damages√ caused by natural disasters such as floods, storms, etc.√
- The business will be compensated√ for insurable losses.√
- Valuable business assets√ e.g. vehicles / equipment / buildings need to be insured against damage and / or theft.√
- Business is protected against the loss of earnings√ e.g. strikes by employees result in losses worth millions of rands.√
- Protects the business against deeds of dishonesty√ by employees.√
- Insurance can be taken against the life of partners√ in a partnership.√
- Should the services of key personnel be lost due to accidents or death√, the proceeds of an insurance policy can be paid out to the business / beneficiaries.√
- Replacement costs for damaged machinery / equipment are very high√, therefore, insurance can reduce / cover these costs.√
- Protects the business against losses√ due to the death of a debtor.√
- Any other relevant fact on the importance of insurance Max (4)

3.9.1 Partnership√√ (2)

3.9.2 (a) Capacity

Success	• The owners of partnerships are actively involved in running the business. √ • Partnerships have a greater capacity to raise capital than sole traders.√ • Partners give personal attention to customers.√ • Because it is smaller, control is easier. √ • Any other relevant fact
Failure	• Small partnerships have a limited capacity to raise capital and to produce on a large scale√ • Small partnerships have a limited potential to expand. √ • Conflict may occur if there are too many partners.√ • It is not easy to attract the best workers.√ • There is a lack of continuity. √ • Any other relevant fact

Sub max (4)

(b) Management

Success	• Partners are actively involved in the management.√ • There is more creativity because there are more people involved.√ • They can make better decisions because there are more people involved.√ • Any other relevant fact
Failure	• Partners must handle all activities and are sometimes too busy or not competent.√ • Conflict can occur and it takes longer to resolve challenges.√ • Partners are agents and their bad decisions will involve all the other partners.√ • Any other relevant fact

Sub max (4)

(c) Capital

Success	• All partners contributes to the partnership, in capital and / or skills and other contributions.√ • Partners use capital wisely because it is their own.√ • There are more capital than with a sole trader.√ • Any other relevant fact.
Failure	• Sometimes the contribution is not equal / fair if some only contributes capital and other skills.√ • Capital is limited and the partnership cannot compete with bigger companies.√ • Any other relevant fact.

Sub max (4)
Max (12)

3.10.1 Bar chart/graph√√ (2)

3.10.2 **Reasons why the 4th quarter is the highest**

- The sales are the highest in the fourth quarter because people spend more money during the festive season on luxury items.√√
- There are always specials during the fourth quarter on items like tablets.√√
  Any other relevant answer related to why the fourth quarter is the highest

Any (1x2) (2)

3.11.1 **How Fikile can design a multimedia presentation including visual aids**

- Fikile must start with text which is the foundation of the presentation. Express her ideas using words that are clear, brief and understandable. √√
- Once the entire content of her presentation is done she can add colour and all other elements that will make slides visually appealing.√√
- Select the background template that will provide consistent font style, and font size, and a background for her slides.√√
- Choose images that help communicate her message. Images such as clip art, photographs and maps, should complement the text. √√
- Fikile must create graphics by using PowerPoint's tools to create a timeline or a flow chart, an organisational chart or cycle etc.√√
- Graphics should be easy to understand without overloading your audience with unnecessary details or too much text.√√
- Add special effects to keep audience focus on what she will be presenting. The transition from one slide to another can also be enhanced using special effects.√√
- Create hyperlinks to allow web browsing by adding hyperlinks to pages.√√
- Any other relevant answer related to designing a multimedia presentation

Max (6)

3.11.2 **Effectiveness of power presentation**

Advantages of PowerPoint presentations

- Graphics increase the impact √ of a presentation to support the information.√
- It is easy to combine slides √ with sound and parts of videos.√
- Slides that are not too full √ will maintain the attention of the audience.√
- The use of sound, colour and background √ will enhance the quality of the presentation.√
- It is easy to use slides if the equipment is viable √and the presenter is capable of using it.
- Any other relevant fact on the advantages of PowerPoint presentations

AND / OR

Disadvantages of PowerPoint presentations

- If the presenter use the slides in a unprofessional manner,√ it will irritate the audience. √
- The use of slides is not effective √ if some people are disabled, like the blind / deaf. √
- The presentation will not be effective √ if the presenter only reads the slides to the audience.√
- A problem will occur√ when there is no electricity / projector available.√
- It is time-consuming√ to make the slides.√
- The presenter must know√ how to create the slides and other visual effects.√
- Any other relevant answer related the disadvantages of PowerPoint

Max (8)
[60]

BREAKDOWN OF MARKS

QUESTION	MARKS
3.1	**2**
3.2	**2**
3.3	**5**
3.4	**4**
3.5	**1**
3.6	**6**
3.7	**4**
3.8	**4**
3.9	**14**
3.10	**4**
3.11	**14**
TOTAL	**60**

QUESTION 4: BUSINESS ROLES

4.1 Corporate Social Investment refers to the money, time, skills and expertise that are invested√ to help communities or the environment.√ (2)

4.2 **Focus areas of Corporate Social Investment**

- Clients√
- Environment√
- Community√
- Workers√ (4)

4.3 **Link between triple bottom line and Corporate Social Investment**

- Economic / profit√√
- The company must not only focus on profit by increasing its prices, but it has to help the community with its needs as well.√
- Businesses must not make profit at the expense of the community.√ Sub max (3)

- Social / people√√
- The business must not have a negative influence on any person / group.√
- Business must make sure that it focuses on sustainability.√
- Business must improve the quality of life of all the workers and the community.√

Sub max (3)

- Environment / planet√√
- Business must not misuse any resources / pollute the environment.√
- Business must try to save energy. √
- Business must recycle waste material.√
- Any other relevant answer related to TBL and CSR Sub max (3)

Max (9)

4.4 4.4.1 **Economic rights of workers**

- Freedom to choose a career / no slavery√
- Fair remuneration√
- Working fair hours√
- Safe and healthy working environment√
- Freedom to be a member of a union√
- Freedom to take part in a legal strike√
- Any other economic right Any (3x1) (3)

Mark first three answers only

4.4.2 **Cultural rights of workers**

- Right to their own language√ – business can implement one language as the common language for the business, but workers are entitled to their own language when they socialize √
- Workers may participate in their own cultural activities√ – business must encourage workers to participate in cultural activities. Encourage workers to contribute solutions to challenges from their own cultural perspective.√
- The right to be respected in their own culture√ – at work functions, business must make provision for different cultures in the food that is served, the entertainment, etc.√
- Any other relevant answer related to the cultural rights Max (6)

4.5 4.5.1 Storming√√

4.5.2 Norming√√

4.5.3 Performance√√

4.5.4 Forming√√ (8)

4.6 **The role of safety and health representatives in the workplace**

- They must check the effectiveness√ of health and safety measures.√
- They must identify√ potential dangers in the workplace.√
- Together with the employer they must investigate √ any accidents or complaints from the workers.√
- Initiate, promote, maintain and review measures ensuring the health and safety of the workers. √
- Ensures that workers' health and safety is not affected√ by hazards resulting from production, processing, storage and transportation of material and equipment. √
- Provide and maintain all the equipment√ that is necessary to perform the work√.
- Reduce dangers to workers√ by providing protective clothing. √
- Ensure that dangerous equipment√ is used under the supervision of trained workers. √
- Promote safety education√ to limit potential dangers to employees.√
- Any relevant answer related to the role of health and safety representatives in protecting workers in the workplace Max (6)

4.7 **Ways to create creative thinking**

- Encourage workers to be creative √ by rewarding them for creativity.√
- Give positive feedback on creativity√ e.g. Let the other workers applaud their fellow workers for good ideas.√
- Give time and resources to be creative√ e.g. encourage workers to use some time to invent something new and useful in the business. √
- Encourage workers to solve problems in teams√ by using problem-solving techniques like brainstorming.√
- Any other answer related to ways of promoting creative thinking

Max (8)

4.8 **Criteria to assess communication**

- The team must look at their communication skills, like openness in the team.√√
- They must evaluate poor communication habits like gossip, sarcasm, etc.√√
- They must evaluate whether the team can solve conflict without drifting apart.√√
- Any other relevant answer related to communication Max (4)

4.9 **Promoting the well-being of workers**

- Motivating employees by providing security at the workplace√√
- Motivating them by helping them with career planning√√
- Providing opportunities to improve their skills√√
- Appoint a mentor to guide them in the workplace√√
- Building facilities like a gymnasium for stress release√√
- Creating teambuilding opportunities to socialize in the workplace√√
- Treat all workers with respect and dignity√√
- Any other answer relevant to the promotion of well-being of employees / workers

Max (4)

4.10 **Grievance procedure**

- A grievance should be addressed as soon as possible√ – no later than three working days after it is reported.√
- A meeting should be requested with the immediate supervisor√ and a grievance statement drawn up.√
- The supervisor may respond in writing or set up a meeting.√ In the meeting the employee may bring a witness / representative√.
- The supervisor who deals with the grievance must attempt to resolve the grievance in 10 working days. √
- If the employee is not satisfied√ he / she may resort to an external dispute resolution mechanism like the CCMA.√
- Any other relevant fact concerning the grievance procedure Max (6)

Note: Mark steps in any order.

[60]

BREAKDOWN OF MARKS

QUESTION	MARKS
4.1	**2**
4.2	**4**
4.3	**9**
4.4	**9**
4.5	**8**
4.6	**6**
4.7	**8**
4.8	**4**
4.9	**4**
4.10	**6**
TOTAL	**60**

QUESTION 5: BUSINESS OPERATIONS

5.1 An employment contract is a written agreement between the employer and the employee√ which binds BOTH employer and employee and describes the duties, rights and the responsibilities of both parties. √ (2)

5.2 **Legal requirements of employment contracts**

- Employer and employee must agree√ to any changes to the contract. √
- No party may unilaterally√ change aspects of the employment contract. √
- The employment contract should√ include a code of conduct and a code of ethics. √
- The HR manager must explain the terms and conditions of the employment contract to the employee. √
- Conditions of employment, duties and responsibilities of the employees√ must be clearly stipulated. √
- Benefits√ must be clearly stipulated. √
- All company policies, procedures and disciplinary codes / rules√ can form part of the employment contract. √
- Employers must allow the employees√ to thoroughly read through the contract before it is signed. √
- Any other relevant answer related to the legalities of the employment contract.

Max (4)

5.3 **Implication of LRA on human resource functions**

- Ensures that there is economic development, social justice, labour peace√ and democracy in the workplace
- Provides a framework for regulating the relationship between employees√ and their unions, and employers and organisations. √
- Encouraging employers and employees to regulate√ relations between themselves. √
- Promotes fair labour practices, allows for formation of and membership of trade unions√ and employer organisation, to organise and bargain collectively, and to strike and lock-out. √
- Assist the HR manager on what is fair and unfair in the workplace√ and to deal with the situation correctly √
- The HR manager must follow correct and fair processes√ for employing and dismissing employees. √
- Any relevant answer related to the implications of LRA on HR function Max (10)

5.4 **Impact of fringe benefits**
Positives

- Attractive fringe benefit packages may result in higher employee retention / reduces employee turnover√, e.g. Car / cellphone allowance / funeral benefits.√
- It increases employee satisfaction / loyalty√, e.g. Wellness programmes / performance-based incentives.√
- Leads to higher productivity, √ e.g. Issuing shares to the employees.√
- Any other relevant motivation related to fringe benefits

AND / OR

Negatives

- Fringe benefits are additional costs for businesses√, e.g. Travel allowance √
- Decreases business profits√, e.g. High incentive / package costs √
- It can create conflict / lead to corruption if allocated unfairly, √ e.g. Favouritism / nepotism √
- Any other relevant motivation related to fringe benefits Max (8)

5.5 **Difference between job description and job specification**

	JOB DESCRIPTION		JOB SPECIFICATION
	Describes duties / responsibilities√ of a specific job√ Summary√ of the nature / type of the job√		Specifies the minimum acceptable personal qualities / skills / qualifications√ needed for the job√
	Written description of the job√ and its requirements√		Written description of specific qualifications / skills / experience√ needed for the job√
	Describes key performance areas / tasks√ for a specific job√ Describes job title / working conditions / relationship of the job√ with other jobs in the business√		Describes key requirements√ for the person who will fill the position√ Describes formal qualifications√ and willingness to travel / work unusual hours√
	Any other relevant answer related to job description		Any other relevant answer related to job specification
	Sub max (2)		Sub max (2)

NOTE: 1. The distinction must be clear.
2. Allocate a maximum of TWO marks if distinction is not clear.
3. Answer does not have to be in tabular format.

Max (4)

5.6 5.6.1 **Elements of TQM**

- Total client satisfaction√√ 'they received many complaints from their customers.'√
- Continuous improvement of processes and systems√√ 'the company uses out-of-date operating systems.'√
- Continuous skills development√√ 'A skills audit has not been conducted to determine the qualifications'√

Any (2x3) (6)

5.6.2 **Discussion of the Elements**

Total client satisfaction / Total customer satisfaction

- The business should understand√ current and future customer needs.√
- Quality products and services satisfy√ customers needs and expectations.√
- Customers will be satisfied if products and services meet their needs, √ requirements and expectations.√
- Businesses need to conduct effective market research to determine customers' needs√ and to develop products and services that will meet or exceed those needs. √
- Businesses need to implement efficient, √ friendly customer services and customer care systems.√
- Any other relevant answer related to total client satisfaction Sub max (3)

Continuous improvement to systems and processes

- Processes and systems are the flow of activities implemented to create or deliver products√ and services to customers.√
- Businesses that have quality processes and systems in place will produce good quality products√ and can provide excellent customer services.√
- It should be easy for customers to understand processes√ so that they do not waste their time with long and complicated procedures.√
- Employees need to understand the operating system and √ the service delivery system.√
- Give details and specific instructions√ on the improvement of systems and processes.√
- Any other relevant answer related to continuous improvement to systems and processes Sub max (3)

Continuous skills development / Education and training

- A skills audit should be conducted to determine the qualifications√ and competence of staff that can influence the quality of products / processes.√
- Employees who lack skills should be trained√ in line with their job descriptions.√
- Regularly evaluate√ the effectiveness of the training.√
- Suitable induction programmes√ that promote quality should be implemented.√
- Quality guidelines for managers should be used√ to monitor continuous skills development.√
- Any other relevant answer related to continuous skills development / education and training
  Note: Mark the same two elements that were mentioned in 5.6.1.

Sub max (3)
Max (6)

5.6.3 **Quality assurance**

- Is the processes carried out during and after the production process√ to ensure that required standards have been met at every stage of the production process. √
- It is the process aimed at ensuring that goods and services developed will meet specified standards. √ Sub max (2)

Quality control

- The process of ensuring √ that products or services meet consistently high standards. √
- Quality aims to identify, eliminate and avoid the occurrences of deviation√ from pre-determined standards in the production process. √
- Quality control involves control of the material, workmanship and machinery√ that are used in the production process. √ Sub max (2)

Max (4)

5.7 **Quality of performance within the general management function**

- Develop, implement and monitor√ effective strategic plans.√
- Efficient organisation and allocation of business 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 / understand changes in the business environment√ on an ongoing basis.√
- Set direction√ and establish priorities for their business.√
- Effectively communicate√ shared vision / mission / values.√
- Be prepared to set an example of the behaviour they expect from employees√ in terms of ethics / productivity.√
- Be proactive and always seek to gain a comparative advantage√ over competitors.√
- Any other relevant answer related to how the quality of performance in the General Management function will ensure success of a business Max (10)

5.8 **Impact of Total Quality Management (TQM) on Bright Sparks Ltd.**
Positives

- More√ satisfied customers√ / Increased√ customer satisfaction√
- Resources and time√ are used efficiently.√
- Costs are reduced√ as wastage is lower.√
- Productivity increases√ through good time management and high quality resources.√
- Products and services are continuously√ improving.√
- Business vision / mission may be reached√ more successfully.√
- Increased competitiveness√ as high quality products / services are provided.√
- Employee skills and knowledge are improved√ by constant training.√
- Large multi-national companies may adopt systems√ which have proven successful elsewhere in the world.√
- Any other relevant answer related to the positive impact of TQM on Bright Sparks Ltd.

AND / OR

Negatives

- Large quality management structures√ may become ineffective / difficult to control.√
- Mass production may complicate quality control√ as too many steps / processes need to be controlled.√
- Large TQM systems are costly√ and may require additional administrative duties / staff.√
- Lack of training / skills development√ may result in lower productivity.√
- Decline in productivity, √ because of stoppages.√
- Investors might withdraw investment, √ if there is a decline in profits.√
- Bad publicity√ due to poor quality products supplied√
- Decline in sales, √ as returns from unhappy customers increase√
- High turnover of staff, √ because of poor skills development√
- Undocumented quality control systems / processes could result in error or deviations√ from pre-set quality standards.√
- Any other relevant answer related to the negative impact of TQM on large businesses

Max (6)
[60]

BREAKDOWN OF MARKS

QUESTION	MARKS
5.1	2
5,2	4
5.3	10
5.4	8
5.5	4
5.6	16
5.7	10
5.8	6
TOTAL	60

QUESTION 6: MISCELLANEOUS TOPICS

PESTLE elements

6.1 6.1.1 Economic√√

6.1.2 Political / Legislation√√

6.1.3 Environment(al) / Political√√

6.1.4 Technological / Technology / Environmental√√

6.1.5 Legislation√√ (5x2) (10)

6.2 6.2.1 Compensation for Occupational Injuries and Diseases Act, 1993 (Act 130 of 1993) / Compensation for Occupational Injuries and Diseases Amendment Act, 1997 (Act 61 of 1997) √√

NOTE: Also accept COIDA / Compensation for Injuries and Diseases Act. (2)

6.2.2 Yes
Motivation

- George reported the accident to the health and safety representative.√
- He / George was wearing protective clothing.√ (2x1) (2)

6.3

	How is it funded?	**One advantage for the public / workers**	**Positive impact on the business**
Road Accident Fund	The fund is built up from levies included in the fuel price.√	The third party is covered when he / she is hurt or killed in an accident as a result of negligence.√√	If a driver of the business is the cause of the accident the third party will not claim from the business but from the fund.√√
Workers' Compensation fund	The fund gets money from payments made by employers every month√	The fund covers employees who are hurt or killed or get a serious disease while carrying out their duties.√√	The worker claims from the fund and not from the employer.√√
		Any other relevant advantages for the above	Any other relevant advantages for the above

(10)

6.4 Cost of shares = 10 000 x R12
= R120 000√

Dividend on shares = 0,60 x 10 000
= R6000√√

Growth rate of shares = $\frac{6000}{120\,000}$ x $\frac{100\ \surd}{1}$

= 5%√√

It is not a good investment for Rex to buy the shares√ because the interest rate at the bank is higher√ (8)

6.5.1 Bureacratic style√√ (2)

6.5.2 Laissez faire/ Delegative style√√ (2)

6.6 **Application of King code on discipline**

- There must be policies for all the different areas in the business.√√
- The board of directors as well as the workers must adhere to the policies.√√
- There must be disciplinary measures and everyone must know what to do and what they must not do.√√
- Any other relevant fact related to the application of discipline Max (6)

6.7 6.7.1 **Application of Belbin Theory**

For teams to be effective the team members' strengths and weaknesses should form the foundation of the roles they play√ because their behaviour is more important than their intellect or skill.√
Any other relevant application of Belbin Theory (2)

6.7.2 **Application of Jungian Theory**

The leader must identify the preference of each team member √ in order to use each member's natural strengths to improve the team's performance. √
Any other relevant application of Jungian Theory (2)

6.8 **Content of the employment contract**

- Name and address of employer√
- Name, ID number, contact details of employee√
- Job title√
- Type of position√
- Duties of job√
- Details of remuneration√
- Details of leave√
- Termination of service√
- Benefits√
- Any other relevant fact concerning the content of the employment contract

Any (4x1) (4)

6.9 **Benefits of a good quality management system in the Purchasing function.**

- Ensure that the purchases are of the right quality,√ price and that quantity is available.√
- They will identify suitable suppliers√ who will be able to deliver the right quantity and quality.√
- The will have an effective stock control system√ with minimum shortages and obsolete products.√
- They will pay suppliers on time√ and build good relationships with them.√
- They will minimize cash flow problems√ due to overstocking.√
- They will have a thorough understanding√ of supply chain management.√
- They will involve suppliers in strategic planning √of the product design and material selection process.√
- Any other relevant benefit from quality management in the Purchasing function

Max (10)
[60]

BREAKDOWN OF MARKS

QUESTION	MARKS
6.1	10
6.2	4
6.3	10
6.4	8
6.5	4
6.6	6
6.7	4
6.8	4
6.9	10
TOTAL	60

TOTAL SECTION B 180

SECTION C

QUESTION 7: BUSINESS ENVIRONMENT (LEGISLATION)

7.1 Introduction

- Broad-Based Black Economic Empowerment (BBBEE) creates opportunities for people who were previously excluded from participating in the South African economy.√
- BBBEE empowers black people including women, youth, and people with disabilities and people living in rural areas.√
- BBBEE is a mechanism to transform business in South Africa.√
- The aim of BBBEE is to address the shortcomings of the Employment Equity Act, BEE and affirmative action as a whole.√
- Any relevant introduction related to BBBEE Any (2x1) (2)

7.2 Differences between Black Economic Empowerment and BBBEE Act

- Black Economic Empowerment is narrow-based, √ as it looked at the empowering of black people in the following areas:
  - Ownership √
  - Management √

Broad Based Black Economic Empowerment Act

- The Act is aimed at distributing wealth among all South Africans√ by encouraging businesses to employ black South Africans.√
- BBBEE is the economic empowerment of all black people, women, workers, youth, people√ with disabilities and people who live in rural areas through socio-economic strategies.√
- Any other relevant answer related to BEE and BBBEE Max (6)

7.3 Justification / reasons for the introduction of the BBBEE Act in relation to BEE

- The purpose of BBBEE is to enable wealth to be spread more broadly. √√
- Through BBBEE the government strives to involve all businesses (profit and non-profit organisations). √√
- BBBEE Act includes a wider group of previously disadvantaged people, such as black women, people with disabilities, youth and people living in rural areas through social-economic strategies such as management, ownership, employment equity, social responsibility, preferential procurement and enterprise development. √√
- BBBEE Broad-based Black Economic Empowerment is a growth strategy that targets inequality within the South African economy by encouraging more black management, promoting employment equality, encouraging skills training in businesses, nurturing black entrepreneurship and building black SMMEs by means of affirmative action. √√
- Any other relevant answer related to the introduction of Broad-Based Black Economic Empowerment (BBBEE) √√ Max (8)

7.4 **The effectiveness of the BBBEE act for businesses**

- Fronting is discouraged√, as it may lead to the disqualification of the entire score card / BBBEE status of a business.√
- Share prices of BBBEE compliant businesses are likely to increase√ as they attract more business.√
- Businesses that support Small, Micro, Medium Enterprises (SMMEs) √, may increase their own BEE ratings.√
- Complying with BBBEE requirements gives businesses experience / exposure√ to be able to provide better employment opportunities / staff development.√
- Provides a variety of business codes√ to improve employment equity√
- Provides opportunities for / empowers previously disadvantaged employees√ through uplifting socio-economic processes√
- Provides for human resources development√ through training and development√
- Promotes enterprise development√, by developing entrepreneurial skills of designated people to start their own businesses√
- Businesses will have a good overview on how it is performing√ with regard to the national requirements of the country.√
- A good BBBEE rating√ will improve the image of the business.√
- Any other relevant answer related to the effectiveness of BBBEE for businesses

Max (10)

7.5 **Implications of pillars of BBBEE Act on businesses**

7.5.1 **Ownership**√√

- Business should include black people in shareholding / partnerships / franchises.√√
- Exempted Micro Enterprises (EMEs) with an ownership of 50% or more of black people in management are promoted to level 3 of the BBBEE scorecard.√√
- More opportunities are created for black people to become owners / entrepreneurs.√√
- Businesses sometimes find it difficult to find suitable black business partners / shareholders.√√
- Many black people cannot afford shares / contributions to partnerships.√√
- Any other relevant answer related to the impact of ownership / direct empowerment according to BBBEE

Sub max (4)

7.5.2 **Management**√√

- Appointing black people in senior executive positions / to management.√√
- Business must ensure black female representation in management.√√
- When companies sell more than 25,1% of their companies' shares to black investors to become directors e.g. the business will score points in both management and ownership.√√
- Due to a shortage of skilled black managers / directors, some businesses find it difficult to make appointments.√√
- Any other relevant answer related to the impact of management / human resources development according to BBBEE

Sub max (4)

7.5.3 **Employment Equity**√√

- Business should employ suitable and qualified employees regardless of gender / race / culture / etc.√√
- Workplace should represent the demographics of the country.√√
- Voluntary employment equity targets are set and then monitored by the government.√√
- Creates a brain-drain e.g. Qualified expertise emigrates to other countries where there will be no discrimination.√√
- May lead to conflict between management and employees / colleagues.√√
- Any other relevant answer related to the impact of Employment Equity according to BBBEE Sub max (4)

7.5.4 **Skills Development**√√

- Business must engage black employees in skills development initiatives.√√
- Provide learnerships and learning programmes to black employees.√√
- Business must contribute 1% of their payroll to fund the skills development programmes.√√
- Business benefits from the increased pool of skilled / trained workers.√√
- Business must go the extra mile to train staff where learnerships are not offered.√√
- Productivity is compromised as mentors / coaches have to find the time to participate in learnerships / training.√√
- Any other relevant answer related to the impact of skills development according to BBBEE Sub max (4)

7.5.5 **Preferential procurement / Suppliers**√√

- Outsource services to suppliers that are BBBEE compliant.√√
- Business should support suppliers with diversity in their ownership.√√
- Businesses must use suppliers who have a high BBBEE rating.√√
- Suppliers purchasing from BBBEE compliant businesses are given preference to government tenders.√√
- Businesses are measured according to the ownership status of their suppliers and will score points if they come from disadvantaged groups.√√
- Businesses may not have a choice but to use the preferred suppliers.√√
- Businesses may outsource their services to unreliable suppliers.√√
- Any other relevant answer related to the impact of preferential procurement according to BBBEE Sub max (4)

7.5.6 **Enterprise development**√√

- Businesses are encouraged to invest / support black-owned SMMEs.√√
- Contribution can be monetary or non-monetary.√√
- Monetary examples: Loans / investments / donations√√
- Non-monetary examples: consulting services / advice / entrepreneurial programmes / any other support√√
- Small / large businesses may not be able to afford enterprise development investment / support.√√
- Black-owned SMMEs may become too reliant on support from other businesses and are unable to take their own initiatives.√√
- Any other relevant answer related to the impact of enterprise development / indirect empowerment according to BBBEE Sub max (4)

7.5.7 **Corporate Social investment (CSI)/Social Responsibility**√√

- Difficulty in adherence to legislation governing the CSI.√√
- Small and medium enterprises find it difficult to implement CSI programmes.√√
- Distribution of scarce CSI resources to selected beneficiaries in the community may cause problems such as discrimination.√√
- CSI activities can distract businesses from the core commercial functions.√√
- Social involvement is paid from enterprise's profit that could have been used to lower prices and this could benefit customers.√√
- Detailed reports must be drawn up.√√
- Social spending reduces an enterprise's economic efficiency, making it less competitive.√√
- Any other relevant answer related to the impact of CSI/Social responsibility according to BBBEE Sub max (4)

Max (20)

NOTE: Mark only the first FIVE (5) pillars.

7.6 **Conclusion**

It is a practical growth strategy that aims to stimulate economic growth.√√
It is a good strategy of government to address the imbalances of the past.√√
To promote access to finance for Black Economic Empowerment√√
Any other relevant conclusion related to the pillars of BBBEE Any (1x2) (2)

BREAKDOWN OF MARKS

	MAXIMUM	TOTAL
Introduction	**2**	**Max 32**
Differences between BEE and BBBEE	**6**	
Justification of introduction of BBBEE	**8**	
Effectiveness of BBBEE on businesses	**10**	
Implication of pillars	**20**	
Conclusion	**2**	
INSIGHT		
Layout	**2**	**8**
Analysis, interpretation	**2**	
Synthesis	**2**	
Originality, examples	**2**	
TOTAL	**40**	

QUESTION 8: BUSINESS VENTURES (THEORIES OF LEADERSHIP AND MANAGEMENT)

8.1 **Introduction**

- Leadership is the process of social interaction through which the leader influences others.√
- Leadership styles are the different approaches people take to carry out their role as leaders.√
- To be successful leaders often have to change their style to suit a situation.√
- It is important that leaders are aware of various leadership theories that they can use to lead effectively.√
- Any other relevant fact related to management theories Any (2x1) (2)

8.2 **Theories of management and leadership**

8.2.1 **Situational leadership**

- This theory is based on the assumption that there is no single best style of leadership.√√
- A good leader can change his / her style or uses a combination of styles to suit a particular situation.√√
- These leaders can look at a situation and consider various factors such as time limits, relationship with followers, capabilities of subordinates when choosing a leadership style.√√
- The motivation of the subordinates will also influence the decision of the leader.√√
- The level of maturity of the leader and the group will also influence the style.√√
- The situation, for example when there are a crisis, will also influence the leader.√√
- Any other relevant fact relevant to situational leaders Sub max 8

8.2.2 **Transformational leadership**

- When using this style the leader inspires his / her followers with shared vision and motivates them to do more than they usually can.√√√√
- Passion and enthusiasm are common traits of the transformational leader.√√
- They are flexible and know how to overcome their weaknesses.
- Followers can identify with the leader's vision.√√
- This type of leader has integrity and followers, in turn respect the leader.√√
- Leaders promote intellectual stimulation and creative thinking.√√
- Leaders lead by example and make workers interested in their work.√√
- Leaders have strong charismatic personalities and motivate the workers.√√
- Any other relevant fact related to transformational leaders Sub max 8

8.2.3 **Transitional leadership**

- The leader gives meaning in the transitional time and keeps the workers involved in the process.√√
- The leader is a mentor or appoints mentors to assist the workers in the process.√√
- The leader inspires the workers and keeps them focused.√√
- The leader will lead by example and is involved the whole time.√√
- The leader will communicate all the necessary information with the workers.√√
- Any other relevant fact concerning transitional leadership

Sub max 8
(Max 24)

8.3 **Distinguish between a leader and a follower**

Leader	**Follower**
Responsible for the whole organisation√	Responsible for his own task√
Doesn't need approval for every decision√	Needs someone to tell him / her what to do√
Must inspire his followers√	Needs someone to inspire him / her√
Must make a decision in every situation√	Needs someone to lead him in every situation√
Must implement ideas√	Needs approval of the leader to implement ideas√
Responsible to bring change√ Sub max (4)	Needs someone to make suggestions for change√ Sub max (4)

Any other relevant answer related to the difference of leader and follower.

(Max 8)

Note: Difference must be clear.

8.4 **Role of the personal attitude of the leader / manager in the success of the business**

- Success in leadership will depend on your personal attitude, which only you can choose and control.√√
- Effective leaders understand that bad attitudes can reduce the effectiveness of the organisation.√√
- Effective leaders understand that there must be a culture in the business where they and the followers can reach their goals.√√
- The three most important attitudes are enthusiasm, persistence and desire.√√
- Personal leadership is a blend of feelings, values and beliefs that determine how a person feels and behaves.√√
- Any other relevant fact to the attitude of the leader (Max 8)

8.5 **Situations where an autocratic leadership style can be used**

- When the manager has all the necessary information to make decisions and solve problems√√
- When time is limited to complete a task√√
- When employees lack work ethics and discipline√√
- In a crisis situation e.g. fire√√
- When a new policy has to be implemented√√
- When an employee is new and needs guidance√√
- Any other relevant fact concerning the autocratic leadership style (Max 8)

8.6 **Conclusion**

- It is important that a leader knows himself / herself, knows how important his attitude is for the success of the business and tries to develop a leadership presence over time.√√
- Any other relevant conclusion related to the management theories (2)

BREAKDOWN OF MARKS

	MAXIMUM	**TOTAL**
Introduction	**2**	**Max 32**
Leadership theories	**24**	
Leader and follower	**8**	
Personal attitude of leader	**8**	
Application of autocratic leadership style	**8**	
Conclusion	**2**	
INSIGHT		
Layout	**2**	**8**
Analysis	**2**	
Synthesis	**2**	
Originality	**2**	
TOTAL		**40**

QUESTION 9: BUSINESS ROLES (PROBLEM-SOLVING)

9.1 **Introduction**

- Creative thinking is a process whereby we come up with new ideas for challenges of the business.√
- Routine thinking is when you use the skills you normally use to solve problems.√
- Entrepreneurs have to use advanced tools and techniques like brainstorming to help them to be creative√
- Any other relevant fact to problem-solving and techniques Any (2x1) (2)

9.2 **Delphi technique**
Description

- It is generally used when trying to solve a big problem for which there seems to be previous examples or solutions√√
- It can be used to get ideas from participants who may be at different locations.√√
- It uses confidential questionnaires to solve a problem.√√
- Any other fact relevant to the Delphi technique Sub max (4)

How to apply it

- Invite a panel of selected experts to participate in the process.√√
- Carefully design the questionnaire and send it to the panel.√√
- The panel responds individually and returns it to the business.√√
- The responses are summarised into a feedback report.√√
- The report and a second set of questions are sent to the panel.√√
- They read the report, change their input on the new questions if they wish.√√
- A final summary and feedback is prepared.√√
- Any other relevant fact to the application of the Delphi technique Sub max (6)

Impact
Positive

- Experts give anonymous suggestions so they feel more creative.√√
- Experts can feed off one another's ideas.√√
- Answers are visual, it is easy to compare the answers.√√
- Experts have time to consider their answers.√√
- Answers will be of a good quality.√√
- Any other fact relevant to the positive effect of Delphi

AND / OR

Negative

- Sometimes there will be no consensus between the respondents.√√
- There is excessive admin involved in this process.√√
- Sometimes this process is expensive.√√
- Any other fact relevant to the negative effect of Delphi

Sub max (4)
Max (10)

9.3 **Forced field analysis**

Description

- Business can use Forced field analysis when they plan to change their products, goods or services.√√
- Forced field was developed by Kurt Lewin to facilitate change in an organisation.√√
- Any other relevant fact to the description of Forced field analysis Sub max (4)

Application

- Write your plan or proposal for change in the middle of a sheet of paper.√√
- List all forces resisting change on one side.√√
- List all forces in support of change on the other side.√√
- Assign a score for each force (1 – 5)√√
- Weigh up the positives and negatives and decide if the project is viable.√√
- Make a suggestion to change or not to change.√√
- Any other relevant fact to the application of Forced field analysis

Sub max (6)

- **Impact**
- **Positive**

- It make people feel included and understood.√√
- People can look at 'both sides of the coin'.√√
- People develop and grow with the business.√√
- Good decisions can be made because all the facts are considered.√√
- Any other relevant fact on the positive impact on Forced field analysis

AND / OR

- **Negative**

- It is time consuming because business must settle before change is made.√√
- Sometimes not all the facts are considered, this will cause inaccurate decisions.√√
- Any other relevant fact on the negative impact on Forced field analysis

Sub max (4)
Max (10)

9.4 **Nominal Group technique**

Description

- With this technique contributions are anonymous and do not embarrass participants.√√
- Every member must participate and give his / her own in solution.√√
- Everyone's solutions are visible for the group as a whole.√√
- Any other relevant fact to the description of Nominal Group technique

Sub max 4

Application

- Divide the group into smaller groups.√√
- Identify the problem and make it clear to everybody.√√
- Everybody gets one minute to write possible solutions on a small paper.√√
- Write all the answers on a big paper or pin the answers to it.√√
- Number the possibilities and let everybody vote for the top 3 solutions.√√
- Based on the voting decide which one is the best solution.√√
- Any other relevant fact on the application of Nominal Group technique

Sub max 6

Impact
Positive

- Group members all participate.√√
- Votes are anonymous and may be more honest.√√
- All the members have an equal say in the final decision.√√
- All suggestions are visually displayed and members can consider all the possibilities.√√
- Any other relevant fact on the positive impact of Nominal Group technique

AND / OR

Negative

- Ideas may not converge and there might not be consensus**.**√√
- Suggestions may not be as creative as when a group throws ideas around.√√
- The chosen solution will not be always the best one.√√
- Any other relevant fact on the negative impact of Nominal Group technique

Sub max 4
Max 10

9.5 **Problem-solving cycle**

1. Identify the problem. √
   Workers act unethically and there is conflict in the workplace√

2. Define the problem.√
   One worker is dishonest√
   One worker is wasting worktime.√

3. Evaluate possible solutions.√
   Give them warnings.√
   Take disciplinary action.√
   Call a meeting and let them come up with creative solutions.√

4. Formulate a strategy.√
   Involve the workers in a process to come up with creative solutions.√

5. Implement a strategy.√
   Give the time and place for the meeting. Make sure everybody is involved.√
   Implement the solutions.√

6. Monitor strategy.√
   Hold a second meeting to make sure things are working better now.√

7. Evaluate the process.√
   Use a specific assessment criteria to make sure that the business is more effective.√
   Mark any other relevant remarks on how to apply the problem-solving cycle.

Max (14)

9.6 **Conclusion**

Every business has many challenges to face. Sometimes it is good to use the problem-solving √√ cycle and sometimes they must use an advanced technique to solve their problems.√√
Any other relevant fact to the topic of problem-solving Any (1x2) (2)

BREAKDOWN OF MARKS

	MAXIMUM	**TOTAL**
Introduction	**2**	**Max 32**
Delphi	**10**	
Forced field analysis	**10**	
Nominal group technique	**10**	
Problem solving cycle	**14**	
Conclusion	**2**	
INSIGHT		
Layout	**2**	**8**
Analysis	**2**	
Synthesis	**2**	
Originality	**2**	
TOTAL		**40**

QUESTION 10: HUMAN RESOURCES

10.1 Introduction

- The human resources manager is responsible for recruiting and appointing competent and skilled employees. √
- It is important that the human resources manager follows correct and fair procedures in inducting and interviewing candidates. √
- If recruitment and interviewing are properly done, the best candidate for the job will be appointed. √
- Any other relevant introduction related to the human resources function

Any (2x1) (2)

10.2 Purpose of interview

- It gives the employer an opportunity to see√ and hear the applicant. √
- The applicant has the opportunity to ask questions √ about the job, salary, and working conditions. √
- The employer can use the initial interview to make a decision,√ if the business cannot make a decision between two or more candidates. √
- It is a useful tool√ used to select employees. √
- It aims at determining the applicant's suitability √ for the job by matching the information given by the applicant with the requirements of the job. √
- Any relevant answer related to the purpose of interview Max (10)

10.3 Justification for induction

- Introduce new employees√ to management and colleagues / to establish relationships with fellow employees at different levels.√
- Familiarise new employees with organisational structures, √ e.g. who are their supervisors / low level managers.√
- New employees will know where everything is located √ and saves production time.√
- Learn more about the business√ so that new employees understand their roles / responsibilities in order to be more efficient.√
- Familiarise new employees with Petra Manufacturing's product range√ with regard to which products they manufacture and/or services they provide.√
- Make new employees feel at ease in the workplace√ to reduce anxiety / insecurity / fear.√
- Communicate company policies,√ regarding conduct and procedures / safety and security / employment contract / conditions of employment / working hours / leave.√
- Give new employees a tour / information√ about the layout of the building / factory and offices.√
- Create realistic expectations for new employees√ as well as the business.√
- New employees may feel part of the team,√ resulting in positive morale and motivation.√
- Proper training can be provided√ based on the results obtained during the induction process.√
- Any other relevant answer related to the reasons / purposes for induction Max (10)

10.4 **Impact of external recruitment**
Positive

- New candidates bring new talents / ideas / insight / experience√ that will benefit the business.√
- There are more candidates√ to choose from.√
- Chances are better of finding suitable candidates√ with the right skills, qualifications / competencies.√
- Prevents unhappiness / conflict√ between existing employees who have applied for the post.√
- Recruitment agencies may be used to find candidates√ which saves time.√
- Businesses are able to achieve their equity plan√ by recruiting according to set targets.√
- Any other relevant answer related to the advantages of external recruitment

Max (8)

AND / OR

Negative

- Sometimes it is difficult for a new employee to adapt to the culture of a business.√√
- Training of new employees can be costly and time consuming.√√
- External advertising can be very expensive.√√
- Sometimes unqualified people apply and must be part of the screening process.√√
- Sometimes too many people apply for the position and clutter the process.√√
- Any other relevant fact concerning the negative impact of external recruitment Max (8)

10.5 **Reasons for terminating the employment contracts of employees**

- Dismissal – contract terminated for valid reasons e.g. unsatisfactory job performance√√
- Redundancy / Restructuring – employer no longer has work for employees and cannot fulfill the contract. √√
- Retrenchment – job stated in the contract is no longer necessary, as the employer has become insolvent and may not be able to pay the employees. √√
- Resignation – employees decided to leave and resign voluntarily. √√
- Any other relevant answer related to the conditions for termination of an employment contract Max (8)

10.6 **Conclusion**

- The goals and objectives of businesses cannot be achieved without qualified and skilled employees. √√
- The human resources manager must ensure that employees are well motivated, trained and committed to perform their duties. √√
- Any other relevant conclusion related to the human resources management

Any (1x2) (2)

BREAKDOWN OF MARKS

	MAXIMUM	TOTAL
Introduction	**2**	**Max 32**
Purpose of interview	**10**	
Recruitment	**16**	
Induction	**10**	
Termination of contract	**8**	
Conclusion	**2**	
INSIGHT		
Layout	**2**	**8**
Analysis, interpretation	**2**	
Synthesis	**2**	
Originality, examples	**2**	
TOTAL MARKS	**40**	

TOTAL: 300

SAMESTELING VAN PUNTE

	MAKSIMUM	TOTAAL
Inleiding	**2**	**Maks 32**
Doel van onderhoud	**10**	
Werwing	**16**	
Induksie	**10**	
Beïndiging van kontrak	**8**	
Gevolgtrekking	**2**	
INSIG		
Uitleg	**2**	**8**
Analise	**2**	
Sintese	**2**	
Oorspronklikheid	**2**	
TOTAAL	**40**	

TOTAAL: 300

10.4 **Impak van eksterne werwing**
Positief

- Nuwe kandidate bied nuwe talente / ervaring / insigte tot voordeel van die onderneming.√√
- Daar is meer kandidate om uit te kies.√ √
- Die kans is beter om ’n geskikte kandidaat te vind wat sal beskik oor die regte kwalifikasies en vaardighede.√ √
- Voorkom ongelukkigheid en konflik tussen kandidate wat aansoek gedoen het vir die pos.√ √
- Werwingsagentskappe word gebruik om kandidate te vind√ en dit spaar tyd vir die besigheid.√
- Ondernemings kan hou by hulle gelykheidsplan d.m.v. werwing volgens gestelde doewitte.√ √
- Enige ander relevante feit rakende voordele van eksterne werwing

Maks (8)

EN / OF

Negatief

- Soms is dit moeilik vir ’n nuwe werker om aan te pas by die besigheidskultuur.√√
- Om nuwe werknemers op te lei is duur en neem tyd.√√
- Om ekstern te adverteer is duur.√√
- Soms doen ongekwalifiseerde persone aansoek en aansoeke moet ook hanteer word.
- Soms doen te veel mense aansoek en maak die proses lomp.
- Enige ander relevante feit rakende die nadele van werwing Maks (8)

10.5 **Redes vir die beïndiging van kontrak**

- Ontslag – eindig kontrak vir wettige rede soos bv. swak werksprestasie√√
- Herstrukturering – werkgewer het nie langer werk vir die werknemer nie.√√
- Aflegging – die werkgewer kan om finansiële redes nie meer die werknemer indiens hou nie√√
- Bedanking – werknemer besluit self om die werk te verlaat.√√
- Enige ander relefante feit rakende beïndiging van die kontrak

Maks (8)

10.6 **Gevolgtrekking**

- Die doelwitte van die besigheid sal nie bereik word sonder die nodige gekwalifiseerde werknemers nie√√
- Die menslike hulpbronfunksie moet sorg dat werknemers gemotiveerd, opgelei en gefokus is in hulle poste.√√
- Enige ander relevante slot rakende die menslike hulpbronfunksie Enige (1x2) (2)

VRAAG 10: MENSLIKE HULPBRONFUNKSIE

10.1 Inleiding

- Die menslike hulpbronbestuurder is verantwoordelik vir werwing en aansteling van opgeleide en vaardige werkers. √
- Dit is belangrik dat die MHB die regte en regverdige prosedures sal volg. √
- Indien werwing en die onderhoud goed gedoen word sal die regte kandidaat gevind word.√
- Enige ander relevante feit rakende die menslike hulpbronfunksie

Enige (2x1) (2)

10.2 Doel van die onderhoude

- Dit gee aan die werkgewer die geleentheid om die kandidaat te sien√ en in persoon met hom te praat. √
- Die aplikant kry die geleentheid om vrae te vrae√ oor aspekte soos salaris en werksomstandighede. √
- Die werkgewer kry 'n geleentheid om 'n tweede onderhoud te hou,√ indien hy tussen twee kandidate moet kies. √
- Dit is 'n handige hulpmiddel√ wat gebruik word om werknemers te kies. √
- Die doel is om die geskiktheid van die aansoekers te bepaal√ deur die kandidaat se inligting te vergelyk met die behoefte van die onderneming √
- Enige ander relevante feit rakende die onderhoud Maks (10)

10.3 Regverdiging vir induksie

- Stel nuwe werknemers bekend√ aan bestuur, kollegas, die werkplek en die werk self.√
- Stel nuwe werknemers bekend aan die organisasiestruktuur, √ bv. wie hulle toesighouers / laer vlak bestuur is.√
- Nuwe werknemers sal weet waar alles is√ en dit sal produksietyd verlaag.√
- Hulle leer meer van die besigheid√ m.a.w. hulle weet wat van hulle verwag word.√
- Die nuwe werknemers word bekendgestel aan die produkreeks√ en sal weet watter produkte hulle vervaardig.√
- Nuwe werknemers voel meer gemaklik met die werkplek√ en dit sal stres en spanning verminder.√
- Ondernemingsbeleide word gekommunikeer,√ oor aspekte soos prosedures, veiligheidsprosedures en voorwaardes van die werknemerskontrak.√
- Verskaf inligting aan die werknemer√ oor aspekte van die uitleg van die gebou en fasiliteite.√
- Skep realistiese verwagtings by die werknemers√ asook by die besigheid.√
- Nuwe werknemers voel deel van die span√ wat gewoonlik lei tot positiewe moraal en motivering.√
- Behoorlike opleiding word gegee√ volgens die resultate van die induksieprogram.√
- Enige ander relevante feit rakende die induksieprogram Maks (10)

9.5 **Probleem oplossingstegniek**

1. Identifiseer die probleem. √
   Werkers tree oneties op en daar is konflik by die werkplek√

2. Definieer die probleem.√
   Een van die werkers is oneerlik.√
   Een van die werkers misbruik werkstyd.√

3. Evalueer moontlike oplossings.√
   Gee 'n skriftelike waarskuwing.√
   Neem dissiplinêre stappe.√
   Hou 'n vergadering waar almal voorstelle kan maak vir moontlike oplossings.√

4. Formuleer 'n strategie.√
   Betrek die werkers om met kreatiewe voorstelle na vore te kom.√

5. Implementeer die strategie.√
   Stel die tyd en plek van die vergadering vas en stel almal in kennis√.
   Implementeer die oplossing.√

6. Moniteer die strategie.√
   Hou 'n tweede vergadering om te bepaal of dinge nou beter werk.√

7. Evalueer die proses.√
   Gebruik 'n spesifieke assesseringskriteria op te kyk of die besigheid meer effektief is.√
   Merk enige ander relevante toepassing van die probleemoplossings siklus.

Maks (14)

9.6 **Gevolgtrekking**

Elke besigheid kom van tyd tot tyd voor uitdagings te staan. Soms kan die probleemoplossing siklus effektief gebruik word en soms moet een van die ander tegnieke gebruik word.√√
Enige ander relevante slot rakende die onderwerp Enige (1x2) (2)

SAMESTELLING VAN PUNTE

	MAKSIMUM	**TOTAAL**
Inleiding	**2**	**Maks 32**
Delphi	**10**	
Kragveld ontleding	**10**	
Nominale groeptegniek	**10**	
Probleem oplossingsiklus	**14**	
Gevolgtrekking	**2**	
INSIG		
Uitleg	**2**	**8**
Analise	**2**	
Sintese	**2**	
Oorspronklikheid	**2**	
TOTAAL		**40**

9.4 **Nominale groeptegniek**

Beskrywing

- Met hierdie tegniek is bydraes anoniem en mense voel nie selfbewus nie.√√
- Elke lid moet deelneem en sy / haar eie oplossing voorstel.√√
- Al die moontlike oplossings word visueel aan almal getoon.√√
- Enige ander relevante feit rakende die Nominale groeptegniek

Sub maks (4)

Toepassing

- 'n Groter groep word verdeel in kleiner groepe.√√
- Identifiseer die probleem en verduidelik dit aan almal.√√
- Elkeen kry 'n kort tyd om 'n moontlike oplossing op 'n papiertjie te skryf.√√
- Nou word al die moonlike oplossings op bv. 'n blaaibord neergeskryf.√√
- Na bespreking word nommers toegeken aan elke bruikbare oplossing.√√
- Almal stem vir die top drie en op grond van die stemming word die beste oplossing gekies.√√
- Enige ander relevante feit rakende die Nominale groeptegniek

Sub maks (6)

Impak:
Positief

- Groeplede moet almal deelneem.√√
- Stemming is anoniem en lede is eerlik.√√
- Alle lede het gelyke aandeel aan die finale besluit.√√
- Moontlike oplossings word visueel vertoon sodat dit oorweeg kan word.√√
- Enige ander relevante feit rakende die voordele van Nominale groeptegniek

EN / OF

Negatief

- Soms sal die lede nie konsensus bereik oor die oplossing nie.√√
- Oplossings is nie so kreatief soos by ander metodes nie.√√
- Die oplossing wat gekies word, is nie noodwendig die beste nie.√√
- Enige ander relevante feit rakende die nadele van die Nominale groeptegniek

Sub maks (4)
Maks (10)

9.3 **Kragveld / gedwonge veldontleding**

Beskrywing

- Besighede kan die kragveldontleding gebruik as hulle die produk / diens of iets anders wil verander.√√
- Kragveld is ontwikkel deur Kurt Lewin om voorsiening te maak vir verandering in die besigheid.√√
- Enige ander relevante feit rakende die Kragveld-ontleding Sub maks (4)

Toepassing

- Skryf die moontlike verandering in die middel van die papier neer.√√
- Lys al die kragte teen die verandering aan die een kant neer.√√
- Lys al die kragte vir die verandering aan die ander kant neer.√√
- Ken punte toe aan beide kante vir elke krag (1 – 5)
- Weeg nou die twee kante teen mekaar op en besluit of dit wenslik is of nie.√√
- Maak 'n aanbeveling of die verandering moet geskied of nie.√√
- Enige ander relevante feit rakende die Kragveld ontleding

Sub maks (6)

- **Impak**
- **Positief**

- Die tegniek betrek mense in die proses en hulle voel belangrik.√√
- Mense kyk na albei kante van die "muntstuk"√√
- Mense groei en ontwikkel saam met die besigheid.√√
- Goeie besluite word geneem omdat al die feite oorweeg word.√√
- Enige ander relevante feit rakende die Kragveld ontleding

EN / OF

- **Negatief**

- Dit is tydrowend want al die feite moet eers oorweeg word voordat veranderinge gemaak kan word.√√
- Indien al die feite nie oorweeg word nie, is die aannames nie akkuraat nie.√√
- Enige ander relevante feit rakende die Kragveld ontleding. Sub maks (4)

Maks (10)

VRAAG 9: BESIGHEIDSROLLE (PROBLEEMOPLOSSING)

9.1 **Inleiding**

- Met kreatiewe denke word nuwe idees gegenereer vir die uitdagings van die besigheid.√
- Roetinedenke is wanneer daar op die gewone wyse na probleme gekyk word.√
- Entrepreneurs moet gevorderde denktegnieke soos bv. 'n dinkskrum gebruik om kreatiwiteit aan te moedig.√
- Enige ander relevante feit rakende probleemoplossing en tegnieke Enige (2x1) (2)

9.2 **Delphi tegniek**
Beskrywing

- Dit word gewoonlik aangewend om groot probleme op te los waarvoor daar vorige oplossings of voorbeelde is. √
- Dit word gebruik om idees te bekom van buitepersone wat kundig is in die veld.√
- Met hierdie tegniek word daar gebruik gemaak van vraelyste om inligting te kry.√
- Enige ander relevante feit rakende die Delphi tegniek Sub maks (4)

Toepassing van Delphi tegniek

- Nooi 'n paneel deskundiges om deel te neem aan die proses.√√
- Stel noukeurig 'n vraelys op wat aan die paneel gestuur word.√√
- Die paneel reageer individueel en stuur hul antwoorde op die vrae terug.√√
- Die terugvoer word saamgevat in 'n verslag.√√
- Hierna word die verslag en nog moontlike vrae aan die deskundiges gestuur.√√
- Hulle sal die verslag bestudeer, en moontlike wysigings aan hulle inset aanbring.√√
- 'n Finale opsomming en terugvoer word nou voorberei.√√
- Enige ander relevante feite rakende toepassing van Delphi tegniek Sub maks (6)

Impak:
Positief

- Deelnemers gee anoniem terugvoering en is meer kreatief.√√
- Deskundiges kan van mekaar leer.√√
- Antwoorde is visueel en kan maklik vergelyk word.√√
- Deskundiges kan hulle tyd neem om antwoorde voor te berei.√√
- Antwoorde sal van hoogstaande gehalte wees.√√
- Enige ander relevante feite rakende die voordele van Delphi

EN / OF

Negatief

- Soms sal die deskundiges nie saamstem nie.√√
- Daar is baie administrasie verbonde aan die tegniek.√√
- Soms is dit 'n duur proses.√√
- Enige ander relevante feit rakende die nadele van Delphi

Sub maks (4)
Maks (10)

8.4 **Die rol van die leier se gesindheid in die sukses van die besigheid**

- Sukses met leierskap sal bepaal word deur jou persoonlike gesindheid en slegs jy kan dit kies.√√
- Effektiewe leiers verstaan dat ’n swak gesindheid die besigheid se effektiwiteit kan verminder√√
- Effektiewe leiers verstaan dat daar ’n kultuur in die besigheid moet wees wat hulle en die volgelinge in staat stel om doelwitte te bereik.√√
- Die drie belangrikste gesindhede is entoesiasme, deursettingsvermoë en begeerte.√√
- Persoonlike leierskap is ’n kombinasie van gevoelens, waardes en geloof wat sal bepaal hoe ’n persoon voel en optree.√√
- Enige ander relevante feit rakende die gesindheid van die leier. Maks (8)

8.5 **Situasies waar die ’n outokratiese leierskapstyl gebruik kan word**

- Wanneer die bestuurder oor al die nodige inligting beskik om die regte besluit te neem√√
- Wanneer die tyd beperk is om ’n taak af te handel √√
- Wanneer werkers te min werksetiek en dissipline het√√
- In ’n krisissituasie soos bv. tydens ’n brand√√
- Wanneer nuwe beleide geïmplementeer moet word√√
- Wanneer ’n nuwe werknemer leiding nodig het√√

Enige ander relevante feit rakende die outokratiese leierskapstyl Maks (8)

8.6 **Gevolgtrekking**

- Dit is belangrik vir ’n leier om hom / haarself te ken en te weet watter belangrike invloed sy / haar gesindheid het op die sukses van die besigheid en dan stelselmatig werk om dit te verbeter.√√

Enige ander relevante gevolgtrekking vir die onderwerp. (2)

SAMESTELLING VAN PUNTE

	MAKSIMUM	**TOTAAL**
Inleiding	**2**	**Max 32**
Leierskapteorieë	**24**	
Leier en volgeling	**8**	
Gesindheid van die leier	**8**	
Toepassing van outokratiese styl	**8**	
Gevolgtrekking	**2**	
INSIG		
Uitleg	**2**	**8**
Analise	**2**	
Sintese	**2**	
Oorspronklikheid	**2**	
TOTAAL		**40**

8.2.2 **Transformasie leierskap**

- As ’n leier hierdie styl gebruik inspireer hy sy volgelinge met sy visie en motiveer hulle om meer te doen as gewoonlik.
- Passie en entoesiasme is algemene eienskappe van die transformasie leierskap.√√
- Leiers wat dit gebruik is aanpasbaar en weet hoe om hulle swakhede te oorkom.√√
- Volgelinge kan identifiseer met die leier se visie.√√
- Hierdie tipe leier het integriteit en sy volgelinge respekteer hom.√√
- Die soort leier bevorder kreatiwiteit en intelektuele denke.√√
- Leiers lei deur voorbeeld en verhoog volgelinge se belangstelling in hul werk.√√
- Leiers het sterk charismatiese persoonlikhede en motiveer hulle volgelinge.√√
- Enige ander relevante feit rakende transformasie leierskap Sub maks (8)

8.2.3 **Oordrag leierskap**

- Die leier gee rigting en betekenis tydens ’n oordragtydperk en hou werkers betrokke by die proses.√√
- Die leier tree op as mentor of stel mentors aan om werkers by te staan.√√
- Die leier inspireer die werkers en hou hulle gefokus.√√
- Die leier lei deur voorbeeld en is die hele tyd self betrokke.√√
- Die leier sal voortdurend met die werkers kommunikeer en die nodige inligting aan hulle oordra.√√
- Enige ander relevante feit rakende oordrag leierskap

Sub maks (8)
Maks (24)

8.3 **Onderskeid tussen ’n leier en ’n volgeling**

Leier	**Volgeling**
Verantwoordelik vir die hele groep√	Verantwoordelik vir sy eie taak√
Het nie goedkeuring nodig vir elke taak nie√	Iemand moet vir hom sê wat om te doen√
Moet sy volgelinge inspireer√	Het iemand nodig om hom te inspireer√
Moet ’n besluit neem in elke situasie√	Het iemand nodig om te help met besluite√
Sorg dat sy idees geïmplementeer word√	Kort goedkeuring om idees te implementer√
Verantwoordelik om verandering te bring√ Sub maks (4)	Kort iemand om verandering voor te stel√ Sub maks (4)

Enige ander relevante feit oor leiers wat vergelyk word met ’n volgeling.

Maks (8)

Nota: Die verskil moet duidelik wees.

SAMESTELLING VAN PUNTE

	MAKSIMUM	TOTAAL
Inleiding	**2**	**Maks 32**
Verskille tussen SEB en BBSEB	**6**	
Regverdiging vir instelling van BBSEB	**8**	
Effektiwiteit van BBSEB op besigheid	**10**	
Implikasie van pilare	**20**	
Gevolgtrekking	**2**	
INSIG		
Uitleg	**2**	**8**
Analise	**2**	
Sintese	**2**	
Oorspronklikheid	**2**	
TOTAAL	**40**	

VRAAG 8: BESIGHEIDSGELEENTHEDE (TEORIë VAN LEIERSKAP EN BESTUUR)

8.1 Inleiding

- Leierskap is die proses van sosiale interaksie waarmee ’n leier ander beïnvloed.√
- Leierskapstyle is verskillende benaderings wat mense gebruik om hulle rol as leier uit te voer√
- Leiers moet dikwels hulle leierskapstyl aanpas om suksesvol te wees.√
- Leiers moet bewus wees van die verskillende style en teorieë om die beste te kies.√
- Enige ander relevante feit rakende leierskap Enige (2x1) (2)

8.2 Teorieë van bestuur en leierskap

8.2.1 Situasionele leierskap

- Hierdie teorie is gebasseer op die feit dat daar nie een enkele beste styl is nie√√
- ’n Goeie leier kan sy styl aanpas of style kombineer vir ’n spesifieke situasie.√√
- ’n Goeie leier kan ’n verskeidenheid faktore in ag neem soos bv. verhouding met volgelinge as hy besluit op die styl wat sal werk.√√
- Die motiveringsvlak van die volgelinge sal die leier se keuse bepaal.√√
- Die volwassenheidvlak van die span sal die leier se keuse beïnvloed.√√
- ’n Gegewe situasie sal ook bepalend wees, bv. as daar ’n krisis is.√√
- Enige ander relevante feit rakende situasionele leierskap

Sub maks (8)

7.5.6 **Ondernemingsontwikkeling**√√

- Besighede word aangemoedig om te belê in KMMO ondernemings met swart eienaarskap.√√
- Bydraes kan in die vorm van finansiële bydraes of nie-finansieël wees.√√
- Voorbeelde van finansiële bydraes is lenings / belegging / donasies.
- Voorbeelde van nie-finansiële bydraes is raadgewende dienste / advise / entrepreneursprogramme en ander.√√
- Sommige besighede kan nie bg. bystand bekostig nie.√√
- Swart KMMO's kan soms te afhanklik raak van bystand van ander besighede.√√
- Enige ander relevante feit rakende ondernemingsontwikkeling Sub maks (4)

7.5.7 **KSV en KSI.**√√

- Dit is nie altyd maklik om die wetlike vereistes t.o.v. KSI na te kom nie.√√
- Klein en medium ondernemings vind dit moeilik om KSI-programme te implementer.√√
- Indien KSI net op klein skaal gedoen word, kan dit soms as diskriminerend beskou word.√√
- KSI-aktiwiteite kan soms die fokus van die besigheid versteur.√√
- Sosiale investering verminder die besigheid se wins wat dalk elders beter aangewend kon word.√√
- Daar moet volledige verslae opgestel word oor KSI projekte.√√
- Bydraes tot KSI verminder die besigheid se wins en maak dit soms minder mededingend.√√
- Enige ander relevante feit rakende KSI

Sub maks (4)
Maks (20)

NOTA: Merk slegs die eerste VYF (5) pilare.

7.6 **Gevolgtrekking**

Dit is 'n praktiese groeistrategie wat die ekonomie stimuleer.√√
Dit is 'n goeie strategie vir die regering om ongelykhede van die verlede reg te stel.√√
Dit gee toegang tot kapitaal vir Swart Ekonomiese Bemagtiging.√√
Enige ander relevante slot rakende BBSEB Enige (1x2) (2)

7.5.3 **Gelyke Indiensneming**√√

- Besighede moet geskikte werkers aanstel ongeag hulle ras, geslag, gestremdheid, ens.√√
- Die werkplek moet die demografie van die land verteenwoordig.√√
- Vrywillige indiensnemingsdoelwitte word gestel en gemoniteer deur die regering.√√
- Sommige hoogs gekwalifiseerde werkers emigreer en die land verloor die kundigheid.√√
- Die wet kan lei tot konflik tussen bestuur en werkers.√√
- Enige ander relevante feit rakende indiensneming en BBSEB

Sub maks (4)

7.5.4 **Vaardigheidsontwikkeling**√√

- Besighede moet swart werkers insluit in vaardigheidsontwikkelingsopleidings.√√
- Hulle moet leerderskappe en leerderopleidingsprogramme beskikbaar stel vir swart werkers.√√
- Besighede moet ’n Vaardigheidsheffing van 1% betaal, bereken op die bedrag wat aan lone maandeliks betaal moet word.√√
- Besighede baat daarby as hulle werkers meer gekwalifiseerd is.√√
- Besighede moet self opleiding aan werkers verskaf as leerderskappe nie beskikbaar is nie.√√
- Produktiwiteit kan afneem terwyl werkers opleiding ontvang of optree as mentors.√√
- Enige ander relevante feit rakende vaardigheidsontwikkeling

Sub maks (4)

7.5.5 **Voorkeurverskaffers**.√√

- Dienste moet uitgekontrakteer word aan voorkeurverskaffers.√√
- Besighede moet verskaffers ondersteun wat ’n diversiteit het in hulle eienaarskap.√√
- Besighede moet verskaffers ondersteun met ’n hoë BBSEB-gradering.√√
- Besighede wat koop by voorkeurverskaffers kry self makliker regeringstenders.√√
- Besighede wat koop by voorheen benadeelde verskaffer kry self meer SEB-punte.√√
- Soms is dit moeilik on voorkeurverskaffers te vind vir jou produk / diens. √√
- Soms is voorkeurverskaffers onbetroubaar.√√
- Enige ander relevante feit rakende voorkeurverskaffers Sub maks (4)

7.4 **Die effektiwiteit van die BBSEB wet op besighede**

- Voordoening / Frontering word ontmoedig√, want dit kan lei tot 'n diskwalifikasie van die hele besigheid se SEB gradering.√
- Aandeelpryse van mpye met BBSEB gradering neig om te styg,√ want hulle lok meer verbruikers.√
- Klein, medium en groot besighede kan betrokke raak √ en hulle SEB gradering verhoog.√
- Indien hulle voldoen aan BBSEB vereistes kry besighede meer blootstelling√ en is dan in staat om beter geleenthede aan hulle personeel te bied.√
- Daar word 'n verskeidenheid kodes voorsien√ om indiensnemings gelykheid te verbeter.√
- Voorheen benadeelde werknemers kry meer geleenthede√ deur die verbetering van die hele sosio- ekonomiese proses.√
- Sorg vir meer geleenthede in menslike hulpbronne√ deur opleiding en ontwikkeling.√
- Sorg vir besigheidsontwikkeling√, deur entrepreneursopleidings programme.√
- Besighede kan hulle self meet√ met die nodige kriteria teenoor die hele land.√
- 'n Goeie BBSEB gradering√ sal die beeld van die besigheid verhoog.√
- Enige ander relevante feit rakende die effektiwiteit van BBSEB Maks (10)

7.5 **Implikasies van die pilare van die BBSEB wet op besighede.**

7.5.1 **Eienaarskap**√√

- Besighede moet swart mense insluit in aandeelhouding / vennootskappe / franchises.√√
- Mikro-ondernemings met meer as 50% swart eienaarskap word aangeslaan as 'n vlak 3 op die BBSEB telkaart.√√
- Daar is meer geleenthede vir swart mense om eienaars / entrepreneurs te word.√√
- Dit is soms vir besighede moeilik om geskikte swart vennote / aandeelhouers te vind.√√
- Baie swart mense kan nie die aandeelhouding / kapitaalbydrae bekostig nie.√√
- Enige ander relevante feit rakende eienaarskap by BBSEB

Sub maks (4)

7.5.2 **Bestuur** √√

- Besighede moet swart mense aanstel in bestuursposisies.√√
- Besighede moet sorg dra dat swart vroue ook in bestuursposisies aangestel word.√√
- Indien die besigheid meer as 25% aandele verkoop aan swart beleggers om direkteure te kan word, kry hulle punte vir beide bestuur en eienaarskap op die BBSEB telkaart.√√
- Dit is soms vir besighede moeilik om geskikte swart persone te vind vir bestuursposisies.
- Enige ander relevante feit rakende bestuur by BBSEB

Sub maks (4)

AFDELING C

VRAAG 7: BESIGHEIDSOMGEWING (WETGEWING)

7.1 Inleiding

- BBSEB skep geleenthede vir mense wat voorheen utgesluit was van deelname aan die Suid-Afrikaanse ekonomie.√
- BBSEB bemagtig mense wat voorheen uitgesluit was soos vroue, jong mense, gestremdes en mense uit die landelike gebiede.√
- BBSEB is 'n meganisme om alle besighede in Suid-Afrika te transformeer.√
- Die doel van BBSEB is om die tekortkominge van die Diensbillikheidswet, SEB en regstellende aksie aan te spreek.√
- Enige ander relevante feit rakende BBSEB Enige (2x1) (2)

7.2 Verskille tussen SEB en BBSEB

- Die wet op Swart Ekonomiese bemagtiging is baie meer eng en fokus net op regstelling in die volgende areas:
  - Eienaarskap √
  - Bestuur √

BBSEB

- Hierdie wet poog om rykdom te versprei tussen alle Suid-Afrikaners√ deur besighede aan te moedig om swart Suid-Afrikaners in diens te neem.√
- BBSEB fokus op bemagtiging van alle swart mense, vroue, werkers, jong mense √ gestremdes en mense wat in die landelike gebiede bly.√
- Enige ander relevante feit rakende SEB en BBSEB Maks (6)

7.3 Regverdiging / redes vir die instelling van BBSEB in verhouding met SEE

- Die doel van BBSEB is om rykdom meer eweredig te versprei tussen almal.√√
- Deur BBSEB poog die regering om alle besighede betrokke te maak.√√
- Die BBSEB sluit 'n baie groter groep mense in bv vroue, gestremdes, jong mense, ens.√√
- BBSEB is 'n groeistrategie wat ongelykheid wil aanspreek op vele terreine soos bestuur, vaardigheidsontwikkeling, ens.√√
- Enige ander relevante rede rakende BBSEB Maks (8)

SAMESTELLING VAN PUNTE

VRAAG	PUNTE
6.1	10
6.2	4
6.3	10
6.4	8
6.5	4
6.6	6
6.7	4
6.8	4
6.9	10
TOTAAL	60

TOTAAL AFDELING B: 180

6.7 6.7.1 **Toepassing van die Belbinteorie**

Vir spanne om effektief te funksioneer moet kennis van die spanlede se sterkpnte en swakpunte die basis vorm van die rol wat hulle in die span inneem√ want hulle gedrag is belangriker as hulle vermoë of vaardigheid.√
Enige ander relevante toepassing van Belbin se teorie (2)

6.7.2 **Toepassing van Jung se teorie**

Die spanleier moet die voorkeur van elk van die spanlede identifiseer√ sodat elke lid se natuurlike sterkpunte gebruik kan word om die spanprestasie te verhoog.√
Enige ander toepassing van Jung se teorie (2)

6.8 **Inhoud van die werknemerskontrak:**

- Naam en adres van werkgewer√
- Naam, ID nommaer, kontakbesonderhede van werknemer√
- Postitel√
- Tipe posisie√
- Verpligtinge van posisie√
- Besonderhede van vergoeding√
- Besonderhede van verlof√
- Beïndiging van diens√
- Byvoordele√
- Enige ander relevante feit rakende die inhoud van die werknemerskontrak

Enige (4x1) (4)

6.9 **Voordele van goeie kwaliteitsbeheer op die Aankoopfunksie:**

- Verseker dat aankope van die regte gehalte is√ en dat kwaliteit en pryse beskikbaar is.√
- Hulle sal die geskikte verskaffer identifiseer√ wat die regte kwaliteit en kwantiteit kan lewer.√
- Hulle sal ŉ effektiewe voorraadbeheerstelsel hê√ sodat tekorte en verouderde produkte tot die minimum beperk sal word.√
- Hulle sal verskaffers betyds betaal√ om sodoende goeie verhoudinge te bou.√
- Kontantvloeiprobleme sal tot die minimum beperk word√ omdat net die nodige voorrade aangehou word.√
- Hulle sal insig en kennis hê√ van die bestuur van die verskaffingsketting.√
- Hulle sal verskaffers insluit in hulle strategiese beplanningsproses√ wat betref produkontwerp materiaalverskaffing.√
- Enige ander relevante feit rakende die voordele van kwaliteit bestuur op die Aankoopfunksie Maks (10)

[60]

6.3

	Hoe word dit befonds?	**Een voordeel vir die publiek / werkers**	**Positiewe impak op die besigheid.**
Padongelukkefonds	Die fonds kry geld vanaf die publiek elke keer as daar brandstof ingegooi word.√	Die derde party word gedek vir beserings en dood as gevolg van 'n nalatige bestuurder in 'n padongeluk.√√	As 'n werker van die besigheid die ongeluk veroorsaak sal die derde party steeds van die fonds eis en nie van die besigheid nie.√√
Beroepsbeserings- en siektesfonds	Werkgewers dra maandeliks by tot die fonds in verhouding met die bedrag van lone en salarisse.√	Die fonds staan in wanneer 'n werker aandiens beseer of gedood word.√√	Die werker eis van die fonds en nie van die werk nie, tensy daar nalatigheid aan die kant van die besigheid was.√√
		Enige ander relevante voordeel vir werker / publiek	Enige ander relevante voordeel vir die besigheid

(10)

6.4 Koste van aandele = 10 000 x R12
= R120 000√

Dividende op aandele = 0,60 x 10 000
= R6000√√

Groeikoers van aandele = $\frac{6000}{120\,000}$ x $\frac{100\ √}{1}$

= 5%√√

Dit is nie vir Rex 'n goeie belegging om aandele te koop nie√ aangesien hy 'n hoër rentekoers by die bank sou kry √ (8)

6.5.1 Burokratiese styl√√ (2)

6.5.2 Laissez faire / Deelnemende styl.√√ (2)

6.6 **Toepassing van die King Kode op dissipline**

- Daar moet beleide wees vir alle terreine van bestuur, ook vir dissipline.√√
- Die raad van direkteure en die werkers moet die beleide gehoorsaam.√√
- Daar moet dissiplinêre maatreël wees sodat almal kan weet wat hulle mag en nie mag doen nie.√√
- Enige ander relevante feit rakende die toepassing van dissipline. Maks (6)

SAMESTELLING VAN PUNTE

VRAAG	PUNTE
5.1	2
5.2	4
5.3	10
5.4	8
5.5	4
5.6	16
5.7	10
5.8	6
TOTAAL	60

VRAAG 6: ALGEMEEN

PESTWO elemente

6.1 6.1.1 Ekonomiese √√

6.1.2 Politiese / Wetlike √√

6.1.3 Fisiese / Wetlike √√

6.1.4 Tegnologiese / Fisiese √√

6.1.5 Wetlike √√ (5x2) (10)

6.2 6.2.1 Wet op Beroepsbeserings en -siektes, 1993 (Wet 130 van 1993) √√

NOTA: Aanvaar ook WOBS / Vergoeding vir Beserings en Siekteswet (2)

6.2.2 Ja
Motivering

- George het die ongeluk aangemeld by die veiligheidsverteenwoordiger.√
- George het altyd beskermende klere gedra.√ (2x1) (2)

5.7 **Aksies om kwaliteit in die Algemene bestuursfunksie te verseker:**

- Ontwikkel, implementeer en monitor√ effektiewe strategiese planne√
- Verdeel besighede se hulpbronne effektief√ sodat kort- en langtermyndoelwitte bereik kan word.√
- Verseker dat gestruktureede standaarde en norme in plek is√ sodat beheermeganismes geïmplementeer kan word.
- Bepaal op 'n deurlopende basis √ die veranderinge in die besigheid se omgewing. √
- Bepaal die rigting waarin die besigheid moet gaan√ en bepaal die prioriteite.√
- Kommunikeer effektief√ die besigheid se visie / missie en waardes.
- Wees bereid om die voorbeeld te stel√ t.o.v. die verwagte etiek en produktiwitet wat van die werkers verwag word.√
- Enige ander relevante aksie rakende die Algemene bestuursfunksie Maks (10)

5.8 **Impak van TKB op Bright Sparks Bpk.**
Positief

- Verhoging √ in klantetevredenheid.√
- Hulpbronne en tyd√ word meer effektief gebruik.√
- Kostes verlaag√ en daar is minder verkwisting.√
- Produktiwiteit verhoog√ omdat daar goeie bestuur is van hulpbronne en tyd.√
- Daar is voordurend 'n verbetering√ van produkte en dienste.√
- Die besigheid se visie en missie√ word meer suksesvol behaal.√
- Daar is 'n verhoging in die mededingendheid√ omdat kwaliteit verhoog.√
- Die werkers se vaardighede en kennis verhoog√ a.g.v. voordurende opleiding.
- Groot maatskappye gebruik stelsels√ wat elders suksesvol blyk te wees.√
- Enige ander relevante voordeel van TKB

EN / OF

Negatief

- Te groot besigheidstrukture√ is moeilik om te beheer.√
- Massaproduksie√ is nie altyd maklik om ten volle te beheer nie.√
- Groot TKB stelsels is duur√ en vereis soms meer administratiewe take.√
- 'n Gebrek aan vaardigheid / opleiding√ veroorsaak soms laer produktiwiteit.√
- Daar is soms 'n afname in produktiwiteit√ a.g.v. onderbrekings.√
- Beleggers kan soms beleggings onttrek√ wat lei tot 'n afname in wins.√
- Swak publisiteit√ a.g.v. swak kwaliteit produkte.√
- Verkope kan afneem√ as klante ontevrede is.√
- Daar kan 'n groter personeelomset wees√ a.g.v. swak opleiding.√
- Indien daar nie beheer en kontrole is oor stelsels en prosesse nie√ kan daar foute insluip.√
- Enige ander nadeel rakende TGB Maks (6)

[60]

Deurlopende verbetering van stelsels en prosedures

- Prosesse en stelsels is die vloei van aktiwiteite wat in plek is√ om die nodige produkte / diens aan die klante te lewer.√
- Indien daar gehalte prosesse en stelsels in plek is√ sal die besigheid in staat wees om die hoë kwaliteit diens aan klante te lewer.√
- Die besigheid se stelsels moet verstaanbaar wees vir sy klante√ sodat hulle nie tyd mors met ingewikkelde prosedures nie.√
- Dit is nodig dat die werkers ook die stelsels en prosedures ken√ sodat hulle deel kan wees van die dienslewering aan klante.√
- Daar moet spesifieke instruksies gegee word√ hoe om die stelsels en prosedures te verbeter.√
- Enige ander relevante feit rakende deurlopende verbetering van stelsels en prosedures

Sub maks (3)

Deurlopende Vaardigheidsopleiding

- Daar moet gereeld 'n vaardigheidsoudit gedoen word√ om te bepaal of die werkers die nodige vaardighede en kwalifikasies het vir die werk wat hulle moet doen.√
- Werkers wat vaardighede kort√ moet die nodige opleiding ontvang.√
- Die effektiwiteit van die opleiding√ moet ook geëvalueer word√
- Daar moet geskikte induksieprogramme in plek wees√ wat sal verseker dat werkers produktief is en kwaliteit werk lewer.√
- Daar moet handleidings aan bestuurders gegee word√ oor hoe om vaardighede te moniteer.√
- Enige ander relevante feit rakende deurlopende vaardigheidsopleiding

Nota: Merk dieselfde elemente wat in 5.6.1 genoem is. Sub maks (3)

Maks (6)

5.6.3 **Kwaliteitversekering**√

- Dit is die proses wat uitgevoer word na die produksieproses√ om seker te maak dat die vereiste standaarde bereik word.√
- Dit is die proses wat uitgevoer word na elke stap van die produksieproses√ om te verseker dat goedere / dienste aan 'n spesifieke standaard voldoen.√

Sub maks (2)

Kwaliteitsbeheer

- Dit is die proses om te verseker√ dat produkte / dienste aan 'n spesifieke standaard voldoen.√
- Kwaliteitsbeheer poog om die afwykings van gestelde standaarde√ te identifiseer en te elimineer.√
- Kwaliteitsbeheer beheer die materiaal, vakmanskap en masjienerie wat in die produksieproses gebruik word. √

Sub maks (2)

Maks (4)

5.5 **Verskil tussen Taakbeskrywing en Taakspesifikasie**

	TAAKBESKRYWING		TAAKSPESIFIKASIE
	Beskryf die pligte/ verantwoordelikhede√ van 'n spesifieke pos.√ Opsomming√van die aard / tipe werk√		Spesifiseer die minimum aanvaarbare kwaliteite/kwalifikasie en ervaring√ vir 'n spesifieke pos√
	Geskrewe beskrywing van die taak√ en wat vereis word√		Geskrewe beskrywing van die spesifieke kwalifikasies / ervaring / vaardighede√ wat benodig word vir 'n spesifieke taak√
	Beskryf die sleutelprestasieareas√ vir 'n spesifieke werk.√ Dit sluit in die titel/werksomstandighede √ van hierdie pos met ander poste√		Beskryf die sleutelvereistes√ waaraan die persoon moet voldoen.√ Dit sluit in aspekte soos kwalifikasies√ maar ook gewilligheid om te reis en buitengewone ure te werk√
	Enige ander relevante feit rakende die posbeskrywing		Enige ander relevante feit rakende die posspesifikasie
	Sub maks (2)		Sub maks (2)

NOTA: 1. Die verskil moet duidelik wees.
2. Ken 'n maksimum van TWEE punte toe as die verskil nie duidelik is nie.
3. Dit is nie nodig om vraag in tabelvorm te doen nie. Maks (4)

5.6 5.6.1 **Elemente van TGB**

- Totale klantetevredenheid√√ "het onlangs heelwat klagtes van klante begin kry"√
- Deurlopende verbetering van prosesse en stelsels√√ die maatskappy gebruik verouderde proses-beheerstelsels en afleweringstelsels"√
- Deurlopende vaardigheidsopleiding√√ "daar word ook nie 'n vaardigheidsoudit met werkers gedoen nie"√ (3x2) (6)

5.6.2 **Besprekeing van TGB elemente**
Totale klantetevredenheid

- Die besigheid moet die huidige en toekomstige√ behoeftes van die klante verstaan.√
- Kwaliteit produkte / diente√ is onontbeerlik vir die klante.√
- Klante het behoefte aan produkte / dienste√ wat voldoen aan hulle behoeftes.√
- Besighede moet deeglike marknavorsing doen√ om te verstaan wat die behoeftes is van hulle klante.√
- Besighede moet 'n vriendelike en effektiewe√ kliëntediens instel.√
- Enige ander relevante feit rakende klantetevredenheid Sub maks (3)

5.3 **Implikasies van die AVW**

- Verseker ekonomiese ontwikkeling, sosiale geregtiheid, arbeidsvrede√ en demokrasie in die werkplek.√
- Voorsien 'n raamwerk om die verhouding tussen die werkgewer, werknemer en die vakbond√ te reguleer.√
- Moedig die werkgewer en die werknemers aan √ om verhoudinge tussen hulle te stabiliseer.√
- Maak voorsiening vir regverdige arbeidpraktyk, die stigting van vakbonde√ die reg om te staak en kollektiewe bedinging.√
- Gee aan die MHB riglyne oor wat regverdig en billik is in die werkplek,√ sodat situasies reg hanteer kan word.√
- Dit gee aan die MHB riglyne oor die korrekte prosedure√ om werkers aan te stel en te ontslaan.√
- Enige ander relevante implikasie van die AVW op die MHF Maks (10)

5.4 **Impak van byvoordele**
Positief

- Goeie byvoordele sal bydra tot die behoud van goeie werkers en die personeelomset verminder√ met voordele soos motortoelaag, selfoontoelaag en begrafnisvoordele.√
- Dit sal die lojaliteit van werknemers verhoog√ deur programme wat bydra tot die werkers se welstand.√
- Dit kan lei tot hoër produktiwiteit√ as daar bv. aandele aan werknemers gegee word.√
- Enige ander relevante voordeel van byvoordele

EN / OF

Negatief

- Byvoordele beteken ekstra koste vir die besigheid√ soos bv. reistoelae.√
- Die verhoogte koste aan insentiewe√ verlaag die besigheid se winste.√
- Dit kan lei tot ontevredenheid en konflik√ as die besigheid onregverdig is met byvoordele.√
- Enige ander relevante nadeel van byvoordele Maks (8)

SAMESTELLING VAN PUNTE

VRAAG	PUNTE
4.1	**2**
4.2	**4**
4.3	**9**
4.4	**9**
4.5	**8**
4.6	**6**
4.7	**8**
4.8	**4**
4.9	**4**
4.10	**6**
TOTAAL	**60**

VRAAG 5: BESIGHEIDSGELEENTHEDE

5.1 Die werknemerskontrak is 'n geskrewe bindende dokument√ tussen die werkgewer en die werknemer.√
Dit bevat die regte en pligte√ van BEIDE die werkgewer en werknemer.√ (2)

5.2 **Wetlike vereistes van die werknemerskontrak**

- Werkgewer en werknemer moet instem√ tot enige wysigings op die kontrak. √
- Nie een van die partye mag eensydig√ wysigings aan die kontrak aanbring nie. √
- Daar moet 'n etiese kode en 'n professionde kode√ ingesluit word in die kontrak.√
- Die MHB moet die terme en voorwaardes√ verduidelik aan die werknemer.√
- Die indiensnemingsvoorwaardes√ moet duidelik gestipuleer word in die kontrak.√
- Enige voordele en byvoordele√ moet duidelik gestipuleer word in die kontrak. √
- Beleide van die besigheid asook dissiplinêre kodes en reëls √ kan ingesluit word in die kontrak. √
- Werknemers moet die kontrak deeglik bestudeer√ voordat dit geteken word.√
- Enige ander relevante wetlike implikasie van die werknemerskontrak

Maks (4)

4.8 **Kriteria om kommunikasie van spanne te assesseer**

- Die span moet na hule kommunikasie kyk t.o.v. aspekte soos openlikheid in die span.√√
- Hulle moet swak kommunikasievaardighede soos skinder en sarkasme evalueer.√√
- Hulle moet evalueer of die span self konflik kan oplos sonder om uit mekaar te dryf.√√
- Enige ander feit t.o.v. kommunikasie as kriteria Maks (4)

4.9 **Bevordering van die welstand van werkers**

- Motiveer werkers deur te sorg vir die nodige sekuriteit by die werk.√√
- Motiveer hulle deur te help met loopbaanbeplanning.√√
- Gee geleenthede om vaardighede te verbeter.√√
- Stel 'n mentor aan in die werkplek om leiding te gee aan werkers.√√
- Help met stresontlading deur fasiliteite soos 'n gimnasium te verskaf.√√
- Skep spanbougeleenthede deur sosiale funksies in die werkplek.√√
- Behandel alle werkers met respek en waardigheid.√√
- Enige ander relevante feit rakende die bevordering van die welstand van werkers Maks (4)

4.10 **Grieweprosedure**

- 'n Grief moet so vining as moontlik aangespreek word√ – nie later as binne drie dae nadat dit aangemeld is nie.√

- 'n Vergadering moet gehou word met die direkte bestuurder√ en 'n grieweverklaring moet ingevul word.√

- Die bestuurder mag skriftelik reageer of 'n vergadering belê.√ Die werker mag 'n verteenwoordiger of 'n getuie saamneem na die vergadering√.

- Die bestuurder wat die grief hanteer moet dit probeer oplos√ binne 10 werksdae.√

- Indien die werknemer nie tevrede is nie√ mag hy / sy die dispuut na 'n buite liggaam soos die KVBA toe neem.√

- Enige ander relevante feit rakende die grieweprosedure Maks (6)
  Nota: Stappe mag in enige volgorde gemerk word.

[60]

4.4.2 **Kulturele regte van werkers**

- Reg tot eie taal√ – besighede mag 'n werkstaal kies vir besigheid, maar werkers mag hule eie taal behou.√
- Werkers mag aan hul eie kultuuraktiwiteite deelneem √ - besigheid moet werkers aanmoedig om aan hul kultuuraktiwteite deel te neem en bydraes te lewer in die besigheid vanuit hul eie kultuurperspektief.√
- Die reg dat hulle kultuur gerespekteer sal word√ - daar moet bv. by funksies kos van die verskillende kulture bedien word.√
- Enige ander relevante feite oor kulturele regte Maks (6)

4.5 4.5.1 Storm√√

4.5.2 Norm√√

4.5.3 Prestasie√√

4.5.4 Vorm√√ (8)

4.6 **Die rol van veiligheids- en gesondheidsverteenwoordigers**

- Hulle moet die effektiwiteit nagaan√ gesondheids- en veiligheidsmaatreëls.√
- Hulle moet potensiële gevare√ in die werkplek identifiseer.√
- Hulle moet saam met die werkgewer√ ondersoek instel na ongelukke / klagtes van werkers.√
- Hulle moet maatreëls inisieer, onderhou en hersien√ om die gesondheid en veiligheid van werkers te verseker.√
- Seker maak dat werkers se gesondheid en veiligheid nie bedreig word√ deur enige prosesse in die produksie, stoor, vervoer of ander prosesse nie.√
- Kontroleer dat alle toerusting onderhou word√ sodat werk veilig verrig kan word.√
- Gevare help verminder√ deur die verskaffing van die nodige beskermende klere.√
- Seker maak dat slegs opgeleide persone√ met gevaarlike masjienerie werk.√
- Verskaf veiligheidsopleiding√ om potensiële gevare te verminder.√
- Enige ander relevante rol van die gesondheids- en veiligheidsverteenwoordigers

Maks (6)

4.7 **Maniere om kreatiewe denke aan te moedig**

- Moedig werkers aan om kreatief te wees√ deur hulle te beloon.√
- Gee positiewe terugvoer oor kreatiwiteit√ deur bv. erkenning voor ander werkers.√
- Stel tyd en hulpbronne beskikbaar√ en moedig werkers aan om kreatief te wees.√
- Moedig werkers aan om in groepe te werk√ om probleem m.b.v. probleemoplossingstegnieke op te los.√
- Enige ander relevante feit oor skep van kreatiwiteit Maks (8)

VRAAG 4: BESIGHEIDSROLLE

4.1 Korporatiewe Sosiale Investering verwys na die geld, tyd, vaardighede en kundigheid wat besighede investeer√ om gemeenskappe en die omgewing te help. (2)

4.2 **Fokusareas van Korporatiewe Sosiale Investering**

- Klante √
- Omgewing √
- Gemeenskap √
- Werkers √ (4)

4.3 **Skakel tussen drievoudige basislyn en Korporatiewe Sosiale Investering**

- Ekonomies / wins√√
- Die besigheid moet nie net fokus op die maak van wins nie, maar ook bereid wees om die gemeenskap by te staan met hulle behoeftes.√
- Besighede moet nie wins maak ten koste van die gemeenskap nie.√ Sub maks (3)

- Sosiaal / mense√√
- Die besigheid moet nie 'n negatiewe invloed hê op enigiemand nie.√√
- Die besigheid moet bly fokus op volhoubaarheid.√
- Die besigheid moet die kwaliteit van die lewe van hul werkers die die gemeenskap bevorder.√ Sub maks (3)

- Omgewing / planeet√√
- Die besigheid moet nie hulpbronne mors of die omgewing besoedel nie.√
- Besighede moet poog om energie te bespaar.√
- Besighede moet afvalstowwe herwin.√
- Enige ander relevante feit rakende DBL en KSI Sub maks (3)

Maks (9)

4.4 4.4.1 **Ekonomiese regte van werkers**

- Vryheid om jou eie beroep te kies / geen slawerny√
- Regverdige vergoeding√
- Billike werksure√
- Veilige en gesonde werksomgewing.
- Vryheid om by 'n vakbond aan te sluit√
- Vryheid om aan 'n wettige staking deel te neem√
- Enige ander ekonomiese reg Enige (3x1) (3)

Merk slegs die eerste drie antwoorde.

3.11.2 **Effektiwiteit van 'n PowerPoint aanbieding**

Voordele van 'n PowerPoint aanbieding

- Grafiese effekte sal die kwaliteit verhoog√ en word gebruik om inligting te ondersteun.√
- Dit is maklik om skyfies te kombineer√ met klank en video's.√
- Skyfies wat eenvoudig is√ sal die aandag van die gehoor boei. √
- Die gebruik van klank, kleur en agtergrond√ sal die kwaliteit van die aanbieding verhoog√
- Dit is maklik om skyfies te gebuik as toerusting beskikbaar is√ en as die aanbieder bekwaam is om dit te gebruik.√
- Enige ander relevante feit rakende die voordele van PowerPoint aanbiedings

EN / OF

Nadele van 'n PowerPoint aanbieding

- Indien die aanbieder skyfies onprofessioneel gebruik, √ sal dit die gehoor irreteer.√
- Skyfies is nie effektief√ as die gehoor doof of blind is nie.√
- Die aanbieding sal nie slaag√ as die aanbieder die inligting aflees nie√
- Daar sal 'n probleem ontstaan√ as daar nie elektrisiteit/dataprojektor beskikbaar is nie√.
- Dit is tydrowend√ om skryfies te maak.√
- Die aanbieder moet weet hoe√ om skryfies te maak.√
- Enige ander relevante feit rakende die nadele van PowerPoint Maks (8)

[60]

SAMESTELLING VAN PUNTE

VRAAG	PUNTE
3.1	**2**
3.2	**2**
3.3	**5**
3.4	**4**
3.5	**1**
3.6	**6**
3.7	**4**
3.8	**4**
3.9	**14**
3.10	**4**
3.11	**14**
TOTAAL	**60**

(c) Kapitaal

Sukses	• Alle vennote dra by tot die vennootskap in kapitaal / vaardighde en ander bydraes.√ • Vennote werk versigtig met die geld omdat dit hulle eie is.√ • Daar is meer kapitaal beskikbaar as by 'n eenmansaak√ • Enige ander relevante feit.
Mislukking	• Soms is die bydraes nie gelyk / regverdig nie, as sommige kapitaal en ander vaardighede bydra.√ • Kapitaal is steeds beperk en die vennootskap kan nie met groter mededingers meeding nie√ • Enige ander relevante feit.

Sub maks (4)
Maks (12)

3.10 3.10.1 Balkgrafiek/staafgrafiek/grafiek√√ (2)

3.10.2 **Redes waarom die 4de kwartaal die hoogste is**

- Die verkope is die hoogste omdat mense geneig is om meer geld te spandeer gedurende die feesseisoen.√√
- Daar is altyd spesiale aanbiedinge op items soos tablette gedurende hierdie tyd.√√

Enige ander relevante rede waarom verkope in die 4de kwart die hoogste is
Enige (1x2) (2)

3.11 3.11.1 **Hoe Fikile 'n multimediavoorlegging kan voorberei.**

- Fikile moet begin met die teks wat die basis is van die voorlegging. Sy moet haar idees duidelik, kortliks en verstaanbaar weergee.√√
- Nadat sy die teks geformuleer het kan sy aspekte soos kleur en beweging bysit.√√
- Kies volgende die agtergrond, lettertipe en lettergrootte.√√
- Volgende kom die prente, illustrasies, foto's en kaarte by. Fikile moet seker maak dit is relevant en dra by tot die verbetering van die skyfies.√√
- Sy moet nou grafiese effekte bybring soos 'n tydlyn of vloeikaart, organogram, ens.√√
- Visuele voorstellings moet maklik wees om te verstaan sonder om onnodige detail by te voeg.√√
- Spesiale effekte moet nou bygevoeg word om die aandag van die gehoor te hou. Dit kan effektief gebruik om van een skyfie na 'n volgende te beweeg.√√
- Skep hyperlink om 'n websoektog te kan aktiveer.√√
- Enige ander relevante antwoord rakende multimedia voorleggings. Maks (6)

3.9 3.9.1 Vennootskap√√ (2)

3.9.2 (a) Kapasiteit

Sukses	• Die eienaars van 'n vennootskap is aktief betrokke by die bestuur van 'n besigheid. √ • Vennootskappe het 'n groter kapasiteit om kapitaal te genereer bv. 'n eenmansaak.√ • Vennote gee persoonlike aandag aan klante.√ • 'n Vennootskap is makliker om te beheer omdat dit kleiner is. √ • Enige ander relevante feit
Mislukking	• Kleiner vennootskappe het 'n kleiner kapasiteit om kapitaal te bekom en op groter skaal te produseer.√ • Kleiner vennootskappe het 'n beperkte potensiaal om uit te brei.√ • Konflik kan voorkom as daar te veel vennote is.√ • Dis nie altyd maklik om die beste werkers te lok nie.√ • Daar is 'n gebrek aan kontinuïteit√. • Enige ander relevante feit

Sub maks (4)

(b) Bestuur

Sukses	• Vennote is aktief betrokke by bestuur.√ • Daar is meer kreatiwiteit omdat meer vennote betrokke is.√ • Hulle kan beter besluite neem omdat meer betrokke is.√ • Enige ander relevante feit
Mislukking	• Vennote moet alles hanteer wat soms te veel is, en soms is hulle nie bevoeg nie.√ • Konflik kan voorkom en neem soms langer om op te los.√ • Vennote is agente en bind mekaar met hulle aksies.√ • Enige ander relevante feit

Sub maks (4)

3.7

Versekering	Assuransie
Versekering verwys na die dekking van skade√ a.g.v. 'n moontlike skade soos brand√	Assuransie is dekking vir 'n defnitiewe gebeurtenis,√ bv. dood√
Korttermynversekering teen 'n moontlike skade√ bv. motorversekering, ens.√ Enige ander relevante feit wat versekering beskryf Sub maks (2)	Langtermynversekering teen 'n defnitiewe gebeure √ soos bv. aftrede√ Enige ander relevante feit wat assuransie beskryf. Sub maks (2)

(4)

NOTA: Verskille moet ooreenstem

3.8 **Belangrikheid van versekering.**

- Versekering sal Rex beskerm teen √ 'n verskeidenheid van onsekerhede en moontlike risiko's.√
- Sekere tipes polisse kan gebruik word as sekuriteit√ wanneer 'n besigheid aansoek doen vir 'n lening.√
- Versekering kan besighede beskerm√ teen eise van werknemers.√
- Versekering verskuif die risiko√ vanaf die besigheid na die versekeraar.√
- Dit beskerm die besigheid teen diefstal van voorraad of skade√ veroorsaak deur natuurlike rampe soos vloede.√
- Die besigheid sal skadeloos gestel word√ vir versekerbare verliese.√
- Waardevolle bates soos bv. voertuie / toerusting / geboue √ moet verseker word teen skade soos diefstal.√
- Besighede word beskerm teen skade a.g.v. verlies van inkomste√ bv. tydens stakings.√
- Beskerm besighede teen oneerlikheid √ van werknemers.√
- Versekering kan uitgeneem word op die lewe van vennote√ in 'n vennootskap.√
- Indien 'n sleutelpersoneellid sterf√ kan vergoeding uitbetaal word aan die besigheid / begunstigdes.√
- Die vervangingskoste / herstelkoste van masjienerie / toerusting is baie hoog√ daarom kan versekering help om die koste te verminder.√
- Beskerm die besigheid teen verliese√ a.g.v. die dood van 'n debiteur.√
- Enige ander relevante feite rakende die belangrikheid van versekering

Maks (4)

VRAAG 3: BESIGHEIDSGELEENTHEDE

3.1 Kleinhandelstaatseffekte beteken dat die belegger geld leen aan die regering vir 'n sekere tydperk√ die regering onderneem om dit terug te betaal na die tydperk teen 'n sekere rentekoers.√ (2)

3.2 (a) Twee jaar kleinhandelstaatseffekte√
(b) Drie jaar kleinhandelstaatseffekte √
(c) Vyf jaar kleinhandelstaatseffekte √ Enige (2x1) (2)

3.3 3.3.1 "Daar word elke maand geld afgetrek vanaf sy salaris en oorbetaal aan die werkloosheid versekeringsfonds√

3.3.2 "hy het sy huis verseker" **of** "het ook 'n lewenspolis uitgeneem" **of** "het versekering op sy motor uitgeneem"√

3.3.3 "sy huis is in werklikheid R1 200 000 werd".√

3.3.4 "hy wil in dieselfde posisie gelaat word as voor die skade"√

3.3.5 "Rex het ook 'n lewenspolis uitgeneem"√ (5x1) (5)

3.4 **Werker kan in die volgende gevalle eis van die WVF:**

(a) Persone wat tydelik werkloos is, of afgelê is√
(b) Vroue wat onbetaalde kraamverlof het, of aannemingsverlof neem√
(c) Persone wat onbetaalde siekverlof het a.g.v. 'n siekte of hospitalisasie√
(d) Families waarvan die broodwinner oorlede is√
Enige ander relevante geval wanneer daar geëis kan word van WVF
Enige (4x1) (4)

3.5 **Voorkeuraandele:**

- Gewone voorkeuraandele√
- Kummulatiewe voorkeuraandele.√
- Nie-kummulatiewe voorkeuraandele.√
- Deelnemende voorkeuraandele.√
- Nie-deelnemende voorkeuraandele√ Enige (1x1) (1)

3.6 **Gewone aandele:**

3.6.1 **Regte**: Daar is twee regte: Aandeelhouers het stemreg by jaarvergaderings√√ en hulle het die reg om dividend te kry as dit verklaar word.√√ (2x2) (4)

3.6.2 **Beperkings**: Hulle kry slegs dividend na die voorkeuraandeelhouers √√ (2)

NOTA: 1. Leerders hoef nie in tabelvorm te antwoord nie, solank die onderskeid duidelik is.

2. Ken TWEE (2) punte toe elke keer as voorbeelde gebruik word om verskil aan te toon. Maks (4)

[60]

SAMESTELLING VAN PUNTE

VRAAG	PUNTE
2.1	10
2.2	16
2.3	8
2.4	12
2.5	10
2.6	4
TOTAAL	60

- Reg op gelykheid in die verbruikersmark.√√
- Besighede mag nie sommige verbruikers se regte beperk nie..√
- Hulle mag nie verskillende kwaliteit aan verskillende verbruikers verkoop nie.√
- Daar moet deselfde pryse gevra word vir dieselfde produkte / dienste.√
- Besighede mag nie diskrimineer as hulle hul produk / diens in verskillende areas verkoop nie.√
- Enige ander relevante feit rakende gelykheid van verbruikers in die VBW

Sub maks (3)

- Reg tot aanspreeklikheid van verskaffers√√
- Verbruikers het die reg tot beskerming by bêrekoop transaksies.√
- Besighede moet geskenkbewyse / voorafbetaalde dienste eerbiedig en honoreer.√
- Enige ander relevante feit rakende aanspreeklikheid van verskaffers in VBW.

Sub maks (3)

Nota: Merk slegs die eerste VIER verbruikersregte. Maks 12

2.5 2.5.1 Konsentriese diversifikasie√√ (2)

2.5.2 **Negatiewe impak van konsentriese diversifikasie**

- Die strategie is riskant√ besighede moet beweeg in 'n mark wat hulle nie ken nie.√
- Daar word van besighede nuwe √ vaardighede, fasiliteite en tegnieke vereis.√
- Besighede moet genoeg kapitaal hê√ wat nie altyd haalbaar is vir klein ondernemings nie.√
- Die strategie sal koste verhoog√ vir arbeid, materiaal en tegnologie.√
- Dit verg baie kreatiwiteit√ wat hulle dalk kan laat fokus verloor.√
- Besighede word meer kompleks√ en moeiliker om te koördineer.√
- Enige ander relevante feit rakende nadele van konsentriese diversifikasie.

Maks (8)

2.6 **Verskille tussen produkontwikkeling en markontwikkeling.**

Produkontwikkeling	**Markontwikkeling**
- Besighede fokus op bekenstelling van nuwe produkte / dienste√ in bestaande mark.√	- Besighede fokus op verkoop van bestaande produkte / dienste√ in nuwe mark.√
- Besigheid sal nuwe tegnologie nodig hê √ om nuwe produkte te vervaardig.√	- 'n Besigheid moet die mark wat hy wil betree√ bereik met sy produkte.√
- Voorbeeld A: 'n Rekenaarmaatskappy ontwikkel 'n nuwe generasie rekenaars √ wat vinniger meer funksies het en as die bestaandes√	- Bv. 'n Plaaslike besigheid begin om sy goedere uit te voer
Enige ander relevante feit rakende produkontwikkeling	Enige ander relevante feit rakende markontwikkeling
Sub maks (2)	Sub maks (2)

- Reg om te kla√√
- Die verbruiker mag verskillende kanale gebruik om te kla oor die kwaliteit van swak gehalte goedere.√
- Hulle kan by die kliëtedienstoonbank / verbruikers klagtelyn / ombudsman, ens. klagtes indien.√
- Enige ander relevante antwoord van verbruiker se reg om te kla in die VBW

Sub maks (3)

- Reg op privaatheid / vertroulikheid√√
- Verbruikers het die reg om ongewensde direkte bemarking te stop / weier.√
- Hulle mag beswaar maak teen ongewensde promosies / e-posse / televerkope.√
- Hulle mag kla as hul persoonlike inligting vir ander gegee word.√
- Enige ander relevante feit rakende die reg op privaatheid / vertroulikheid

Sub maks (3)

- Reg op regverdige / eerlike transaksies.√√
- Verskaffers mag nie die kliënt fisies / emosioneel dwing om 'n transaksie aan te gaan nie.√
- Hulle mag nie misleidende / valse inligting gee oor die produk / diens nie.√
- Besighede mag nie 'n piramideskema / kettingbriefskema begin nie.√
- Besighede mag nie oorbespreek/oorverkoop van produkte / dienste wat hulle nie kan nakom nie.√
- Enige ander relevante feit rakende regverdige/eerlike transaksies in die VBW

Sub maks (3)

- Inligting√√
- Kontrakte moet in eenvoudige taal wees sodat die verbruiker dit kan verstaan.√
- Besighede moet die volle verkoopprys vertoon, inklusief met alle kostes.√
- Verbruikers mag versoek wat die grootmaat en / of eenheidsprys van artikel is.√
- Alle etikette moet die inligting korrek weergee.√
- Enige ander relevante feite wat handel oor inligting in die VBW Sub maks (3)

- Regverdige verantwoordelike bemarking/promosies√√
- Besighede mag nie verbruikers mislei oor pryse / voordele/gebruike van goedere nie.√
- Verbruikers mag 'n kooptransaksie m.b.v. direkte bemarking binne 'n vyf-dag afkoel periode kanselleer.√
- Alle inligting wat verband hou met die land van vervaardiging / verval datum / bestanddele van produkte, moet vertoon word.√
- Enige ander relevante feite rakende bemarking soos vervat in VBW Sub maks (3)

- Reg tot regverdige / billike voorwaardes√√
- Besighede moet die verbruiker voorsien van geskrywe klousules en kennisgewings indien verbruikersregte beperk word.√
- Besighede mag nie goedere / dienste teen onbillike pryse verkoop nie.√
- Enige ander relevante feit rakende billike verkoop van goedere in VBW

Sub maks (3)

2.3 **Negatiewe impak van Vaardigheidsontwikkelingswet**

- Daar is heelwat papierwerk en administrasie.√ Clara moet ŉ aansoekvorm invul.√
- Die besigheid het minder geld.√ Hulle moet die vaardigheidsheffing / opleiers betaal.√
- Burokratiese omslagtigheid√ wanneer daar aansoek gedoen moet word vir leerderskappe.√
- Afname in resultate √ terwyl Clara opgelei / gementor moet word.√
- Kort termyn afname in produktiwiteit√ Clara moet tyd afvat terwyl sy opgelei word.√
- Clara benodig deurlopende opleiding√ om by te bly met die dinamiese werksomgewing / om kliëntediens te verbeter.√
- Nie altyd maklik om die diensverskaffers te evalueer√ van die SOOS's nie.√
- Vaardigheidsontwikkelingsheffing verhoog die las√ op besighede wat reeds sukkel.√
- SOOS's is nie altyd goed georganiseerd nie√ sommige kursusse bied nie die nodige vaardighede nie √
- Nadat Clara opgelei is √ kan sy die besigheid verlaat en elders gaan werk.√
- Dit is nie altyd moontlik om te voldoen √ aan al die vereistes van die VOW nie.√
- Nadat Clara opgelei is√ kan sy aanspraak maak op ŉ hoër salaris.√
- Enige ander relevante antwoord rakende die negatiewe impak van die VOW op die besigheid. (4x2) (8)

2.4 **Verbruikersregte**

- Vryheid van keuse√√
  Verbruikers het die reg om:
- Die verskaffer en / of goedere te kies.√
- Pryse met mekaar te vergelyk.√
- Weier om onveilige / foutiewe goedere te neem en ten volle vergoed te word.√
- Vaste terme ooreenkoms te kanselleer / hernu.√
- Versoek dat ŉ skriftelike kwotasie / prysbepaling gegee word√
- Enige ander relevante reg t.o.v. die Vryheid van keuse in die VBW. Sub maks (3)

- Reg dat goedere vervang word of dat geld terugbetaal word√√
- Goedere wat onveilig of foutief is moet vervang word deur die verskaffer.√
- Foutiewe goedere mag teruggeneem word met volle terugbetaling.√
- Foutiewe goedere mag teruggeneem word binne 6 maande vanaf aankoop.√
- Enige ander relevante antwoord rakende terugneem van foutiewe goedere in die VBW. Sub maks (3)

VRAAG 2: BESIGHEIDSOMGEWINGS

2.1 2.1.1 Mag van verskaffers √√

2.1.2 Mag van mededinging. √√

2.1.3 Mag van kopers√√

2.1.4 Hindernisse tot toetrede√√

2.1.5 Beskikbaarheid / bedreiging van substituut goedere / dienste√√ (5x2) (10)

2.2 2.2.1 Tersiêre√√ (2)

2.2.2 **Uitdaging vir die besigheid**

- Toename in rentekoers√
- Clara is ongeskoold en nie opgelei om die kasregister te gebruik nie. √
- Clara tree onprofessioneel op teenoor die klante. √
- Munisipaliteit van Johannesburg het water- en elektrisiteitstariewe verhoog. √

(4)

2.2.3 Nasionale Kredietwet √√ (2)

2.2.4 **Vereistes van die NKW:**

- Kredietverskaffers moet jaarliks 'n verslag indien by die Kredietreguleerder oor hulle aksies.√√
- Kredietverskaffers moet die kredietwaardigheid van die verbruiker bepaal voordat hulle mag krediet toestaan. √√
- Kredietverskaffers moet prosedures in plek hê om te voldoen aan die standaarde van Finansiële Intelligensie Sentrum wet (FICA) bv. identiteit van kliënte, rapportering van suspisieuse transaksies, ens. √√
- Kredietverskaffers mag die kredietrekord van kliënte kontroleer by 'n kredietburo en die Nasionale kredietregister.√√
- Besighede wat krediet verskaf mag nie diskrimieer teen applikante nie. √√
- Kredietverskaffers moet registreer by die Nasionale kredietreguleerder. √√
- Enige ander relevante antwoord wat verbandhou met die vereistes van die NKW. Maks (8)

AFDELING A

VRAAG 1

1.1	1.1.1	D √√		
	1.1.2	B √√		
	1.1.3	A √√		
	1.1.4	B √√		
	1.1.5	C √√		
	1.1.6	C √√		
	1.1.7	B √√		
	1.1.8	B √√		
	1.1.9	A √√		
	1.1.10	A √√	(10x2)	**(20)**
1.2	1.2.1	Strategie √√		
	1.2.2	Sekuriteit √√		
	1.2.3	Skuldbrief √√		
	1.2.4	Konflik √√		
	1.2.5	SABS √√	(5x2)	**(10)**
1.3	1.3.1	I√√		
	1.3.2	E√√		
	1.3.3	A√√		
	1.3.4	H√√		
	1.3.5	F√√		
			(5x2)	**(10)**

TOTAAL AFDELING A: 40

LET WEL: 1. Geen punte sal toegeken word vir inhoud wat herhaal word uit die inleiding en gevolgtrekking nie.

2. Die kandidaat verbeur punte vir uitleg indien die woorde INLEIDING en GEVOLGTREKKING / SLOT nie voorkom nie.

3. Geen punte sal toegeken word vir uitleg as die opskrifte INLEIDING en GEVOLGTREKKING / SLOT nie deur 'n verduideliking ondersteun word nie.

11.3 Dui insig in die linkerkantse kantlyn aan met 'n simbool, bv. ('L/S, A, S en / of O').

11.4 Die komponente van insig word aangedui aan die einde van die voorgestelde antwoorde / nasienriglyne vir elke vraag.

11.5 Sien alle relevante feite na totdat die MAKS punte vir elke onderafdeling behaal is. Skryf 'MAKS' nadat maksimum punte behaal is.

11.6 Aan die einde van elke opstel, dui die toekenning van punte vir feite en punte vir Insig soos volg aan:
(L/S – Struktuur, A – Ontleding, S – Sintese, O – Oorspronklikheid soos in die tabel hieronder aangedui.)

INHOUD	**PUNTE**
Feite	**32 (maks.)**
L/S	**2**
A	**2**
S	**2**
O	**2**
TOTAAL	**40**

11.7 Wanneer punte vir feite toegeken word, neem kennis van die submaksimum wat aangedui word, veral as kandidate nie dieselfde subopskrifte gebruik nie. Onthou opskrifte en subopskrifte word aangemoedig en dra by tot insig (struktuur / logiese vloei / volgorde) en dui duidelikheid van denke aan.
(Sien PUNTE-UITEENSETTING aan die einde van elke vraag.)

11.8 Indien die kandidaat die vraag VERKEERD identifiseer / vertolk, kry hy / sy steeds punte vir uitleg / struktuur.

11.9 Indien 'n ander benadering deur kandidate gebruik word, maak seker dat antwoorde geassesseer word in ooreenstemming met die puntetoekenning / subopskrifte soos aangedui in die memorandum.

11.10 Ken TWEE punte toe vir volledige sinne. Ken EEN punt toe vir frases / sinsdele, onvoltooide sinne en vae antwoorde.

10.4.2 Indien die getal feite nie gespesifiseer word nie, moet puntetoekenning gelei word deur die aard van die vraag en die maksimum punte in die memorandum toegeken.

10.5 EEN punt kan toegeken word vir antwoorde wat maklik is om te herroep, wat een woord as antwoord vereis of wat direk aangehaal word uit ’n scenario / gevallestudie. Dit is spesifiek van toepassing op AFDELINGS B EN C (waar van toepassing).

11 AFDELING C

11.1 Die punte-uiteensetting vir die opsteltipe vrae is soos volg:

Inleiding	**Maksimum 32**
Inhoud	
Gevolgtrekking	
Insig	**8**
TOTAAL	**40**

11.2 Insig bestaan uit die volgende komponente:

Struktuur / Uitleg	Is daar ’n inleiding, inhoud, behoorlike paragrawe en ’n gevolgtrekking?	**2**
Ontleding en vertolking	Kandidaat se vermoë om die vraag te ontleed/korrek te vertolk, sodat begrip van wat gevra word, getoon word.	**2**
Sintese	Watter dele van die vraag sou jy by die antwoord insluit? Moet besluite geneem word uit ’n kombinasie van relevante punte? Hierdie deel van die vraag moet negatief gemerk word. As daar onrelevante dele gegee word, deel dit met -S in die kantlyn aan Punte behoort toegeken te word volgens die onderstaande gids: Punte word met die volgende gids toegeken: Baie onvanpaste feite: 0 (-S x2) Party onvanpaste feite: 1 (-S x1) Slegs relevante feite: 2 **NB: Indien daar geen '-S' is, ken die maksimum van TWEE (2) punte toe.**	**2**
Oorspronklikheid	(Voorbeelde, aktuele inligting, huidige neigings en ontwikkelings)	**2**
	TOTAAL VIR INSIG: **TOTAAL VIR FEITE:** **TOTALE PUNTE VIR OPSTEL (8 + 32)**	**8** **32** **40**

9. Die verskil tussen 'evalueer' en 'kritiese evaluering' kan soos volg verduidelik word:

(a) Wanneer 'evalueer' gevra word, word daar van kandidate verwag om te antwoord op óf ŉ positiewe / negatiewe manier óf om ŉ neutrale (positiewe en negatiewe) standpunt in te neem, bv. **Positief***: 'COIDA verminder tyd en koste wat spandeer word* √ *op lang siviele hofgedinge.'* √

(b) Wanneer 'kritiese evaluering' gevra word, word daar van kandidate verwag om te antwoord op óf ŉ positiewe / negatiewe manier óf om ŉ neutrale (positiewe en negatiewe) standpunt in te neem. In hierdie geval word van kandidate ook verder verwag om hulle antwoorde te ondersteun met dieper insig, bv. *'COIDA verminder tyd en koste wat gespandeer word* √ *op lang siviele hofgedinge,*√ *want die werkgewer sal nie verantwoordelik wees om vergoeding aan die werknemer te betaal as beserings opgedoen is tydens werksure nie, solank as wat die besigheid kan bewys dat hy nie agterlosig was nie.'* √

LET WEL:

- Bogenoemde kan ook toegepas word om te beskryf, bespreek, verduidelik onderskei ontleed, ens.
- Dit sal afhang van die aard, inhoud en konteks van die vraag.

10 **AFDELING B**

10.1 Indien, byvoorbeeld, VYF feite vereis word, sien die kandidaat se EERSTE VYF antwoorde na en ignoreer die res van die antwoorde. Dui dit aan deur ŉ lyn deur die onnagesiende gedeelte te trek en gebruik die woord 'MAKS'.

LET WEL: Dit is slegs van toepassing waar die getal feite gespesifiseer word.

10.2 Indien twee feite in een sin geskryf word, gee VOLLE krediet aan die kandidaat. Punt 10.1 geld steeds.

10.3 Indien daar van kandidate verwag word om hulle eie voorbeelde / menings te gee, beredeneer dit by die nasiensentrum ten einde die alternatiewe antwoorde te finaliseer.

10.4 **Gebruik van kognitiewe werkwoorde en toekenning van punte**

10.4.1 Waar die getal feite wat vereis dat kandidate moet 'verduidelik / bespreek / beskryf', gespesifiseer is, sal dit soos volg nagesien word:

- Feit = 2 punte (of soos aangedui in die memorandum)
- Verduideliking = 1 punt

Die 'feit' en 'verduideliking' word apart gegee om die toekenning van punte te vergemaklik.

GAUTENGSE DEPARTEMENT VAN ONDERWYS

VOORBEREIDENDE EKSAMEN

BESIGHEIDSTUDIES

MEMORANDUM

NOTAS AAN NASIENERS

1. Kandidate se antwoorde vir AFDELINGS B en C moet in volsinne wees. Dit sal egter vandie aard van die vraag afhang.

2. ’n Omvattende memorandum word voorsien, maar dit is geensins volledig nie. Behoorlike oorweging moet gegee word aan ’n antwoord wat korrek is, maar:

   - ’n Ander uitdrukking kan gebruik word as wat in die memorandum gegee word
   - Uit ’n ander bron kom
   - Oorspronklik is
   - ’n Ander benadering kan gebruik word

   LET WEL: Daar is slegs een korrekte antwoord in AFDELING A.

3. Neem kennis van ander verwante antwoorde wat deur kandidate verskaf word en ken punte dienooreenkomstig toe. (In die geval waar die antwoord onduidelik is of ’n mate van begrip aandui, moet deelpunte toegeken word, byvoorbeeld een punt in plaas van die maksimum van twee punte.)

4. Die woord 'subtotaal' word gebruik om die toekenning van punte binne ’n vraag of subvraag te vergemaklik.

5. In ’n indirekte vraag moet die teorie sowel as die antwoord tersaaklik wees en verband hou met die vraag.

6. Foutiewe nommering van antwoorde in Afdelings A en B sal streng gepenaliseer word.

7. Geen addisionele krediet moet vir die herhaling van feite gegee word nie. Dui aan met ’n 'H' of 'R'.

8. Neem kennis dat geen punte toegeken sal word vir die aanduiding Ja of Nee in die evalueringstipe vrae wat motivering of bevestiging vereis nie. (Van toepassing op AFDELINGS B en C.)

GAUTENG PROVINCE
EDUCATION
REPUBLIC OF SOUTH AFRICA

VOORBEREIDENDE EKSAMEN

2016

MEMORANDUM

BESIGHEIDSTUDIES (10720)

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