LIMPOPO

PROVINCIAL GOVERNMENT

REPUBLIC OF SOUTH AFRICA

NATIONAL
SENIOR CERTIFICATE

GRADE 12

BUSINESS STUDIES P1

PREPARATORY EXAM

MEMO

SEPTEMBER 2024

MARKS: 150

TIME: 2 hours

This marking guideline consists of 24 pages

NOTES TO MARKERS:

PREAMABLE

The notes to makers are provided for quality assurance purpose to ensure the following:

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

1. For making and moderation purpose, the following colours are recommended:

Marker:	Red
School based HOD:	Green
Subject advisor:	Orange
Provincial Moderator:	Pink
DBE moderator	Turquoise

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

3. Comprehensive marking guidelines has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:

- uses a different expression from that which appears in the marking guideline
- comes from another source
- original
- a different approach is used

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

4. Take care 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.)

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

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

7. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in the marking guideline. Only the total for each question should appear in the left-hand margin next to the appropriate question number.

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

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

10. No additional credit must be given for repetition of facts. Indicate with a 'R'.

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

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

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

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

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

Cognitive verbs, *such as:*

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

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

13. Mark only the FIRST answer where candidates offer more than one answer for SECTION B and C questions that require one answer.

14. SECTION B

14.1 If for example, FIVE facts are required, mark the candidate's FIRST FIVE responses and ignore the rest of the responses. Indicate by drawing a line across the unmarked portion and use the word 'MAX'.
NOTE: The above also applies to responses in section C (where applicable).

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14.2 If two facts are written in one sentence, award the candidate FULL credit. Point 14.1 above still applies.

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

14.4 Use of the cognitive verbs and allocation of marks:

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

- Fact : 2 marks (or as indicated in the marking guideline)
- Explanation : 1 mark (2 marks will be allocated in section C).

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

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

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

15 SECTION C

15.1 The breakdown of the mark allocation for the essay is as follows:

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

15.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, a body, and a conclusion?	**2**
Analysis and Interpretation	Is the candidate able to break down the question into headings/subheadings/interpret it correctly to show understanding of what is being asked? Marks to be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks): 1 (One 'A')	**2**
Synthesis	Are there relevant decisions/facts/responses made based on the questions? Marks to be allocated using this guide: Option 1: **Only relevant facts: 2 marks (No '-S')** Where a candidate answers 50% or more (two to four sub-questions) of the question with only relevant facts; no '-S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis. Option 2: **Some relevant facts: 1 (One '-S')** Where a candidate answers less than 50% (only one sub-question) of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 3: **Some relevant facts: 1 mark (One '-S')** Where a candidate writes four questions but one sub-question of the question with no relevant facts; one **'-S'** appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 4: **No relevant facts: 0 (Two '-S')** Where a candidate answers less than 50% (only one sub-question) of the question with no relevant facts; two '-S' appears in the left margin. Award a ZERO mark for synthesis.	**2**
Originality	Is there evidence of examples based on recent information, current trends and developments?	**2**
TOTAL FOR INSIGHT: **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 awarded for layout, if the headings INTRODUCTION and CONCLUSION are not supported by an explanation.**

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

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

15.5 Mark all relevant facts until the SUBMAX/MAX mark in a subsection has been attained. Write 'SUBMAX'/MAX' after maximum marks have been obtained but continue reading for the originality 'O'.

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

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

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

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

15.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the marking guidelines.

15.10

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

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

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

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

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SECTION A (COMPULSORY)

QUESTION 1

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

5 x 2 **(10)**

1.2
1.2.1 **National Credit Act**
1.2.2 **political**
1.2.3 **total client satisfaction**
1.2.4 **administration**
1.2.5 **unemployment insurance fund**

5 x 2 **(10)**

1.3
1.3.1 **D**
1.3.2 **H**
1.3.3 **I**
1.3.4 **E**
1.3.5 **A**

5 x 2 **(10)**

TOTAL SECTION A: 30

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

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SECTION B

Mark ONLY the FIRST TWO questions.

QUESTION 2: BUSINESS ENVIRONMENTS

2.1 **Types of defensive strategies**

- Divestiture√
- Retrenchment√
- Liquidation√

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

2.2 **Advantages of diversification strategies**

- Increase sales and business growth. √√
- Diversification into a number of industries or product line can help create a balance during economic fluctuations. √√
- More products can be sold to existing customers and additional new markets can be established. √√
- Businesses gain more technological capabilities through product modification√√
- Business produce more output using less inputs as one factory may be used to manufacture more products. √√
- Improves the business brand and image. √√
- Reduces the risk of relying only on one product. √√
- Any other relevant answer related to the advantages of diversification strategies.

Max (6)

2.3 **Business strategies**

2.3.1 **Type of intensive strategy from the scenario**

Market development√√ (2)

2.3.2 **Other types of intensive strategies**

Market penetration √√

- New products penetrate an existing market at a low price, until it is well known to the customers and then the prices increase.√
- Businesses focus on selling existing products√ into existing market to increase their market share.√
- Embark on an intensive advertising campaign to increase awareness and customer loyalty. √
- Businesses use market research on existing clients to decide how to improve their marketing mix. √
- Aggressive marketing campaigns such as lowering/reducing prices are used to attract potential/existing clients. √
- Employ more sales staff to improve sales/ services.√
- Any other relevant answer related to market penetration as a type of intensive strategy

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

Product development √√
- It is a growth strategy where businesses aim to introduce new products into existing markets/modifies an existing product.√
- Businesses generate new ideas/develop new products/services.√
- New products may be different/of a higher quality than those of competitors. √
- Businesses conduct test marketing/market research to establish whether new products will be accepted by existing customers. √
- Any other relevant answer related to product development as a type of intensive strategy

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

NOTE: Mark the first TWO (2) only.

Max (6)

2.4. **Porter's Five Forces**

2.4.1 **Power of buyers**
- Assess how easy it is for buyers/customers√ to drive prices down.√
- A few powerful buyers are often able to dictate√ their terms to the business. √
- If buyers can do without the business's products,√ then they have more power to determine the prices and terms of sale. √
- Buyers buying in bulk can bargain√ for prices in their favour. √
- The business must assess how easy it is for buyers/customers√ to drive prices down.√
- Determine the number of buyers/the importance of each buyer to the business√ and the cost of switching to other products. √
- Conduct market research√ to gather more information about buyer/customers.√
- Any other relevant answer related to how businesses could apply power of buyers to analyse their position in the market environment.

Sub max (2)

2.4.2 **Threat of substitution/Substitutes**
- Establish whether the sellers of substitute products√ have improved their product/sell lower quality goods at lower prices. √
- If the business's product can be easily substituted√, it weakens the power of the business in the market. √
- If the business sells unique products√ substitute products will not threaten it. √
- Assess if customers are using substitute products/services√ and determine reasons for using substitutes. √
- Any other relevant answer related to how businesses could apply the threat of substitution/substitutes to analyse their position in the market environment.

Submax (2)
Max (4)

2.5 **Funding of SETA's**

- Skills Development Levies are paid by employers √ to SARS as a collecting agency for the government. √
- Employers who have a salary bill that exceeds R500 000 per annum, √ should pay one percent (1%) of their annual salaries as a levy. √
- The different SETAs receive eighty percent (80%) of the levy for organisational expenses√ and the remaining 20% is paid to the National Skills Fund. √
- Donations/Grants received√ from the public/businesses/CSI programmes. √
- Surplus funds √ from government institutions. √
- Funds received√ from rendering their services. √
- Any other relevant answer related to funding of SETA's

Max (6)

2.6 **Implications of the revised pillars**

2.6.1 **Ownership**

- Business should include black people√ in shareholding/partnerships/franchises. √
- Exempted Micro Enterprises (EMEs) with an ownership of 50%√ or more of black people are promoted to level 3 of the BEE scorecard. √
- More opportunities are created for black people√ to become owners/ entrepreneurs √
- Encourage small black investors√ to invest in big companies and share ownership. √
- Large businesses should form joint ventures√ with small black owned businesses and share business risks. √
- Businesses sometimes find it difficult√ to locate suitable black business partners/ shareholders. √
- Many black people cannot afford shares√ in companies/contributions to partnerships. √
- Any other relevant answer related to the implications of ownership as a BBBEE pillar.

Sub max (4)

2.6.2 **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 implications of skills development as a BBBEE pillar.

Sub max (4)
Max (8)

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2.7 **Actions regarded as non-compliance according to the LRA**

- Unfair/Illegal dismissal of employees.√√
- Cancellation of employees' contracts by a new employer when a business is sold. √√
- Not allowing employees to take part in legal strikes/ not adhering to the right of employees to strike when legalised. √√
- Refusing the establishment of workplace forums.√√
- Refusing to give workplace forum members paid time off for attending meetings during working hours.√√
- Forcing employees to give up trade union membership.√√
- Preventing employees from joining trade unions.√√
- Refusing leave to trade union representatives to attend trade union activities.√√
- Breaching of collective agreements/resolution mechanisms by either employer/employee.√√
- Any other relevant answer related to actions regarded as non-compliance according to the LRA

Max (6)
[40]

BREAKDOWN OF MARK ALLOCATION

QUESTION 2	MARKS
2.1	2
2.2.	6
2.3.1	2
2.3.2	6
2.4.1	2
2.4.2	2
2.5	6
2.6.1	4
2.6.2	4
2.7	6
TOTAL	40

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QUESTION 3: BUSINESS OPERATIONS

3.1 **Aspects included in an induction programme**

- Introduction to key people and immediate colleagues. √
- Safety regulations and rules. √
- Overview of the business. √
- Tour of the premises. √
- Discussion of the employment contract and conditions of service. √
- Discussion of employee benefits√
- Information about the business products/services. √
- Meeting with senior management who will explain the company's vision/value descriptions/daily tasks. √
- Conditions of employment, e.g. working hours/leave application process/disciplinary procedures, etc. √
- Administration details on systems/processes/logistics. √
- Discussion of personnel policies, e.g. making private phone calls/using the Internet, etc. √
- Corporate social responsibility programmes. √
- Any other relevant answer related to the aspects included in an induction programme.

NOTE: Mark the first TWO (2) only. **(2x1) (2)**

3.2 **Reason for the termination of an employment contract**

- The employer may dismiss an employee for valid reason(s), e.g. unsatisfactory job performance, misconduct, etc.√√
- Employer may no longer have work for redundant employees/cannot fulfil the contract/is restructuring. √√
- The employer may retrench some employees due to insolvency/may not be able to pay the employees. √√
- Employees decided to leave by resigning voluntarily for better job opportunities.√√
- An employee may have reached the pre-determined age for retirement.√√
- The duration of the employment contract expires/comes to an end√√
- Any other relevant answer related to the reason for the termination of an employment contract

Max (4)

3.3 **Recruitment**

3.3.1 **Components of a job analysis from the scenario**

COMPONENTS OF A JOB ANALYSIS	MOTIVATIONS
1. Job specification√√	The advertisement stated that the prospective candidate should have a relevant formal qualifications and skills.√
2. Job description√√	The technician must be able to operate a diagnostic inspection machine. √
Submax (4)	Submax (2)

NOTE: 1. Award marks for the components of a job analysis even if the quote is incomplete.

2. Do not award marks for the motivations if the components of a job analysis were incorrectly identified. **Max (6)**

3.3.2 **Advantages of external recruitment for businesses**

- New candidates bring new talents/ideas/experiences/skills√ into the business. √
- There is a larger pool of candidates√ to choose from. √
- There is a better chance of getting a suitable candidate with the required skills/qualifications/competencies√ who do not need much training/ development which reduce costs. √
- It may help the business to meet affirmative action√ and BBBEE targets. √
- Minimises unhappiness/conflict amongst current employees√ who may have applied for the post. √
- Any other relevant answer related to the advantages of external recruitment for businesses.

Max (4)

3.4 **The importance of training/skills development in HR**

- The employee who receives the necessary training√ is more able to perform in their job. √
- The investment in training√ that a company makes shows employees that they are valued. √
- An effective training program√ allows employees to strengthen their skills. √
- Productivity usually increases√ when the human resources function implements training courses. √
- Ongoing training and up-skilling of the workforce, √ encourages creativity. √
- Any other relevant answer related to the importance of training/skills development in HRM

Max (4)

3.5 **Quality indicators of the production function**

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

Max (6)

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

- Effective customer services are rendered, √ resulting in increased customer satisfaction. √
- Time and resources √ are used efficiently. √
- Productivity increases √ through proper time management/using high quality resources. √
- Products/Services are constantly improved √ resulting in increased levels of customer satisfaction. √
- Vision/Mission/Business goals √ may be achieved. √
- Business has a competitive advantage √ over its competitors. √
- Regular training will continuously improve √ the quality of employees ' skills/ knowledge. √
- Employers and employees will have a healthy working relationship √ resulting in happy/productive workers. √
- Increased market share/more customers √ improve profitability. √
- Improves business image √, as there are less defects/returns. √
- Any other relevant answer related to the benefits of a good quality management system

  Note: NOTE: Mark the first TWO (2) only.

Max (4)

3.7 **Quality circles**

3.7.1 **Roles of quality circles**

- Investigates problems and suggest solutions to management. √
- Contribute towards the improvement and development of the organisation. √ **(2)**

  NOTE: 1. Mark the first TWO (2) only.
  2. Only award marks for responses that are quoted from the scenario.

3.7.2 **Other roles of quality circles as part of the continuous improvement to processes and systems**

- Ensure that there is no duplication√ of activities/tasks in the workplace. √
- Improve the quality of products/services/productivity√ through regular reviews of quality processes. √
- Monitor/Reinforce strategies√ to improve the smooth running of business operations. √
- Make suggestions for improving systems and processes√ in the workplace. √
- Reduce costs of redundancy√ in the long run. √
- Increase employees' morale and motivation √ to boost their spirit in achieving organisational goals. √
- Reduce costs of redundancy/wasteful efforts√ in the long run. √
- Increase the demand√ for products/services of the business. √
- Create harmony√ and high performance in the workplace. √
- Build a healthy workplace relationship √ between the employer and employee. √
- Improve employees' loyalty and commitment√ to the organisation and its goals √
- Improve employees' communication√ at all levels of the business. √
- Develop a positive attitude/sense of involvement √ in decision-making processes of the services offered. √
- Solve problems related to quality and implement improvements.
- Any other relevant answer related to the role of quality circles as part of continuous improvement to processes and systems.

  NOTE: Do not award marks for roles quoted from the scenario.

Max (4)

3.8 **Ways in which TQM can reduce the cost of quality**

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

Max (4)

BREAKDOWN OF MARK ALLOCATION

QUESTION 3	MARKS
3.1	2
3.2.	4
3.3.1	6
3.3.2	4
3.4	4
3.5.	6
3.6	4
3.7.1	2
3.7.2	4
3.8	4
TOTAL	40

[40]

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QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS ENVIRONMENTS

4.1 **Consumer rights as stipulated in the CPA**

- Right to choose. √
- Right to privacy.√
- Right to fair and honest dealings.√
- Right to disclosure and information.√
- Right to fair and responsible marketing.√
- Right to fair value/good quality and safety.√
- Right to accountability by suppliers.√
- Right to fair/ just and responsible terms and conditions.√
- Right of equality in the consumer market.√

NOTE: Mark the first FOUR (4) only. **(4 x 1) (4)**

4.2 **Business environments and challenges**

Challenges and Business environments from the scenario

CHALLENGES (4.2.1)	BUSINESS ENVIRONMENTS (4.2.2)
1. Their employees went on a legal strike due to disagreements in the annual performance bonus. √	Micro√
2. Rapid Wifi introduced fibre services at cheaper monthly premiums that caused SC to lose its customers. √	Market√
3. The level of crime forced SC to close earlier on Fridays. √	Macro√
Submax (3)	Submax (3)

NOTE:
1. **Mark the first THREE (3) challenges only.**
2. **If the business environment is not linked to the challenge, mark the challenge only.**
3. **Accept responses in any order.**

Max (6)

4.3 **Technological factor challenges**

- Businesses may not keep up with/be aware √ of the latest technology. √
- Employees may not be skilled √ to operate/maintain new technology/equipment. √
- Businesses may not be able to afford √ new technology. √
- Businesses may not be able to cater for/ afford √ online transactions/ e-commerce. √
- Any other relevant answer on how technological factors can pose a challenge to businesses.

Max (6)

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4.4 **Steps in evaluating a strategy**

- Examine the underlying basis of a business strategy. √√
- Continuously checking if the chosen strategy is correct. √√
- Look forward and backwards into the implementation process. √√
- Compare the expected results in order to determine the reasons for deviations and analyse these reasons. √√
- Take corrective action so that deviations may be corrected. √√
- Set specific dates for control and follow up. √√
- Draw up a table of the advantages and disadvantages of a strategy. √√
- Decide on the desired outcome as envisaged when strategies were implemented. √√
- Consider the impact of the strategic implementation in the internal and external environments of the business. √√
- Any other relevant answer related to steps in evaluating a strategy

Max (4)

BUSINESS OPERATIONS

4.5 **Placement procedure as a human resource activity**

- Businesses should outline the specific responsibilities of the new position, including the expectations/skills required for this position. √√
- Determine the successful candidate's strengths/weaknesses/ interests/skills by subjecting him/her to a range of psychometric tests. √√
- Determine the relationship between the position and the competencies of the new candidate. √√
- Any other relevant answer related to the placement procedure as a human resource activity.

Max (4)

4.6 **Role of the interviewee during interview**

- Greet the interviewer by name √ with a solid handshake and a friendly smile. √
- Listen carefully to the questions √ before responding. √
- Make eye contact √ and have good posture/body language. √
- Show confidence √ and have a positive attitude/be assertive. √
- Be inquisitive √ and show interest in the business. √
- Ask clarity seeking questions √ about the job/position offered. √
- Show respect √ and treat the interview with its due importance. √
- Be honest about mistakes √ and explain how you dealt with it. √
- Know your strengths and weaknesses √ and be prepared to discuss it. √
- Thank the interviewer for the opportunity given √ to be part of the interview. √
- Any other relevant answer related to the role of the interviewee during the interview

Max (6)

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4.7 **Steps of the PDCA model from the scenario**

STEPS OF THE PDCA	MOTIVATIONS
- Check/ Analyse√√	- The manager of SC assesses and establish if things are going according to plan√
- Plan√√	- They developed ideas in order to improve their processes and systems. √
Submax (4)	Submax (2)

NOTE:

1. **Mark the first TWO (2) steps of the PDCA model only**
2. **Award marks for the steps of the PDCA model even if the motivations were incomplete.**
3. **Do not award marks for the motivations if steps of the PDCA model were incorrectly identified.**
4. **Accept responses in any order**

Max (6)

4.8 **Positives/ Advantages of adequate financing and capacity on large businesses**

- Large businesses have sufficient financing to test everything before implementing. √√
- They can afford to have systems in place to prevent errors in processes/defects in raw materials/products. √√
- Able to afford product research/market researchers to gather information. √√
- Can afford to purchase quality raw materials and equipment. √√
- Any other relevant answer related to the positive impact/ Advantages of adequate financing and capacity on large businesses

Max (4)
[40]

BREAKDOWN OF MARK ALLOCATION

QUESTION 4	MARKS
4.1	4
4.2.1	3
4.2.2	3
4.3	6
4.4	4
4.5	4
4.6	6
4.7	6
4.8	4
TOTAL	40

TOTAL SECTION B: 80

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SECTION C

Mark the FIRST question ONLY.

QUESTION 5: BUSINESS ENVIRONMENTS (LEGISLATION)

5.1 **INTRODUCTION**

- The BCEA sets out the minimum conditions that ensure fair labour practices and human resources practices in the workplace. √
- The BCEA makes provision for conditions of employment which include hours of work, termination of employment and child and forced labour that employers must adhere to. √
- Businesses must have a clear understanding of the negative and positive impact of the BCEA/how the BCEA will negatively or positively impact on their operations√
- Businesses must explore various ways to ensure compliance with the BCEA. √
- Any other relevant introduction related to the purpose/provisions/impact/ compliance to the BCEA.

(2x1) (2)

5.2 **Purpose of the BCEA**

- Outlines clear terms and conditions of employment for employers and employees.√√
- Regulates and promotes the right to fair labour practices as outlined in the Constitution of South Africa. √ √
- Provides minimum requirements/standards for the creation of employment contracts√√
- Advances the economic development and social justice of employees. √ √
- Adheres to the rules and regulations set out by the International Labour Organisation. √ √
- Regulates the variations of the basic conditions of employment.√ √
- Any other relevant answer related to the purpose of the BCEA.

Max (10)

5.3 **Provisions of the BCEA**

Ordinary hours of work

- Employees are not allowed to work √ for more than 45 hours per week. √
- Employees may work 9 hours a day√ if they work five days or less per week. √
- Employees may work 8 hours a day√ if they work more than five days a week. √
- Night work performed by employees after 18:00 and before 6:00√ the next day should be done by mutual agreement and employees must be compensated with allowance/reduction of work hours. √
- Any other relevant answer related to hours of work as a provision of the BCEA.

Submax (4)

Termination of employment

- An employment contract may only be terminated following 1 weeks' notice, √ if the employee has been employed for 6 months or less. √
- A minimum of 4 weeks' notice must be given to the business√, if the employee has been employed for a year or longer. √
- The employee must be given formal notice in writing if the employer has terminated the contract√, similarly, the employee must give the employer formal notice in writing for terminating the contract. √
- Any other relevant answer related to termination of employment as a provision of the BCEA.

Submax (4)

Prohibition of child and forced labour

- It is illegal to employ a child younger √ than 15 years of age in South Africa. √
- It is also illegal to force√ an employee to work.√
- Businesses may employ children over the age of 15 years√, if employment is not harmful to their well-being/ health/education/moral and social development/ minors under the age of 18 may not do dangerous work/work meant for an adult. √
- Any other relevant answer related to child and forced labour as a provision of the BCEA.

Submax (4)

Max (12)

5.4 **Impact of the BCEA on businesses**

Positives/advantages

- Creates/Establishes an enabling framework of acceptable employment practices√, for example, work hours, leave, legalities of employment contracts etc.√
- Outlines the rules and regulations and provide clear and specific guidelines√ for employers to deal with employment issues. √
- Encourages consultation√ between employers and employees in the workplace.√
- Outlines the minimum/basic requirements√ for employment contracts.√
- Specifies work hours√ to prevent exploitation of employees.√
- Workers are permitted/allowed to consult labour unions/trade unions√ in cases where the BCEA conditions are violated. √
- Any other relevant answer related to the positives/advantages of the BCEA on businesses.

AND/OR

Negatives/disadvantages

- The implementation of the BCEA is time-consuming, expensive, prescriptive√ and administratively burdensome, especially the drafting of formal/legal contracts. √
- The training costs of businesses may increase because employees have to be trained√ according to the BCEA and businesses often have to employ legal specialists. √
- Businesses often regard employment contracts as a negative aspect√ and sometimes do not implement the requirements which results in non-compliance.√
- Employers and managers may not force employees to work more than 45 hours per week√, which may result in a reduction in productivity.√
- Employers cannot hire cheap labour√, and therefore cannot exploit employees.√
- Businesses are forced to comply with the various legal requirements of BCEA√, which directly increases the labour costs of businesses.√
- Any other relevant answer related to the negatives/disadvantages of the BCEA on businesses.

Max (16)

5.5 **Compliance with the BCEA**

- Remunerate/pay employees for working overtime as stipulated in the provisions of the BCEA. √√
- Ensure that employees do not exceed the stipulated working hours 45 hours per week. √√
- Provide maternity leave for pregnant employees. √√

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- Ensure that the employment contracts do not contravene any aspect of the requirements of the BCEA. √√
- Allow employees to take off the required amount of sick leave e.g. 6 weeks in a 3 year cycle for sick employees.√√
- Refrain from employing children under the age of 16 years, as this is illegal.√√
- Any other relevant answer related to ways in which businesses can comply with the BCEA.

Max (8)

5.6 **Conclusion**

- Businesses must keep abreast of amendments made regarding the variations on the BCEA provisions by the Minister of Labour. √√
- Businesses must take advantage of the positive impact of the BCEA and put measures in place to minimise the negative impact. √√
- Businesses should make all attempts to comply with the BCEA to avoid facing penalties/consequences for noncompliance. √√
- Any other relevant conclusion related to purpose/provisions/impact/compliance of the BCEA. **(1 × 2) (2)**

[40]

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	**2**	**Max**
Outline the purpose of the Basic Conditions of Employment Act.	**10**	
Provisions of the BCEA - Ordinary hours of work - Termination of employment - Prohibition of child and forced labour	**12**	
Impact of BCEA on businesses	**16**	**32**
Compliance with the Act	**08**	
Conclusion	**2**	
INSIGHT		
Layout	**2**	
Analysis/Interpretation	**2**	**8**
Synthesis	**2**	
Originality/Examples	**2**	
TOTAL MARKS		**40**

LASO - For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all.

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QUESTION 6: BUSINESS OPERATIONS

6.1 INTRODUCTION

- The correct recruitment procedure enables businesses to compile a proper job analysis that will be used to identify suitable candidates for the vacancy. √
- A legal employment contract eliminates misinterpretations regarding the terms and conditions. √
- Businesses must prioritise induction programmes to be conducted with new employees before they commence work. √
- Some businesses offer fringe benefits in addition to the salaries to employees. √
- Any other relevant introduction related to recruitment procedure/ legal employment contract/benefits of induction/impact of fringe benefits.

(Any 2 x 1) (2)

6.2 Purpose of an interview

- Gathers information about the strengths and weaknesses of each candidate. √√
- Helps the employer in choosing/making an informed decision about the most suitable candidate. √√
- Matches information provided by die applicant to the job requirements. √√
- Creates an opportunity where information about the business and applicant can be exchanged. √√
- To determine a candidate's suitability for the job/determines whether the candidate will add value to the business. √√
- Evaluate the skills and personal characteristics/qualities of the applicant. √√
- Any other relevant answer related to the purpose of the interview.

Max (10)

6.3 Legal requirements of the employment contract

- The employer and employee √ must both sign the contract. √
- Employer and employee must agree √ to any changes to the contract. √
- No party may unilaterally √ change aspects of the employment contract. √
- The remuneration package/including benefits √ must be clearly indicated. √
- It may not contain any requirements √ that conflict with the BCEA. √
- The employment contract should include √ a code of conduct and code of ethics.√
- Aspects of the employment contract √ can be renegotiated during the course of employment. √
- The employer must explain √ the terms and conditions of the employment contract to the employee. √
- Conditions of employment/duties/responsibilities of the employees √ must be stipulated clearly. √
- All business policies, procedures and disciplinary codes/rules √ can form part of the employment contract. √
- The employer must allow the employee to thoroughly read through the contract √ before it is signed. √
- Any other relevant answer related to the legal requirements of the employment contract.

Max (12)

6.4 Benefits of an induction for businesses

- Increases quality √ of performance/productivity. √
- Allows new employees to settle in quickly √ and work effectively. √
- Ensures that new employees understand rules √ and restrictions in the business. √

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- New employees may establish relationships √ with fellow employees at different levels. √
- Employees will be familiar with organisational structures √, e.g. who are their supervisors/low level manager. √
- Make new employees feel at ease in the workplace √, which reduces anxiety/ insecurity/fear. √
- New employees will understand their role/responsibilities √ concerning safety regulations and rules. √
- Minimises/Decreases the need √ for on-going training and development. √
- The results obtained during the induction process √ provide a base for focused training√
- Opportunities are created for new employees to experience/explore √ different departments. √
- New employees will know the layout of the building/factory/offices/ where everything is √, which saves production time. √
- Learn more about the business so that new employees understand their roles/responsibilities √ in order to be more efficient. √
- Company policies are communicated √, regarding conduct and procedures/safety and security/employment contract/conditions of employment/working hours/leave. √
- Realistic expectations for new employees √ as well as the business are created. √
- New employees may feel part of the team √ resulting in positive morale and motivation.√
- Employees may have a better understanding of business policies √ regarding ethical/professional conduct/procedures/CSR, etc. √
- Any other relevant answer related to the advantages/benefits of an induction programme for business **Max (16)**

6.5 **Impact of fringe benefits on businesses**

Positives/Advantages

- Attractive fringe benefit packages may result in higher employee retention/reduces employee turnover. √√
- Attracts qualified/skilled/experienced employees who may positively contribute towards the business goals/objectives. √√
- Improves productivity resulting in higher profitability. √√
- It increases employee satisfaction/loyalty as they may be willing to go the extra mile. √√
- Businesses save money as benefits are tax deductible. √√
- Fringe benefits can be used as leverage for salary negotiations. √√
- Any other relevant answer related to the positive impact/advantages of fringe benefits on businesses

AND/OR

Negatives/Disadvantages

- Fringe benefits are additional costs that may result in cash flow problems. √√
- Administrative costs increase as benefits need to be correctly recorded for tax purposes. √√
- Decreases business profits, as incentive/package/remuneration costs are higher. √√
- It can create conflict/lead to corruption if allocated unfairly. √√

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- Workers only stay with the business for fringe benefits, and may not be committed/loyal to the tasks/business. √√
- Businesses who offer employees different benefit plans may create resentment among those who receive fewer benefits resulting in lower productivity. √√
- Businesses who cannot offer fringe benefits fail to attract skilled workers. √√
- Businesses have to pay advisors/attorneys to help them create benefit plans that comply with legislation. √√
- Errors in benefit plans may lead to costly lawsuits/regulatory fines. √√
- Any other relevant answer related to the negative impact/ disadvantages of fringe benefits on businesses

Max (8)

6.6 **CONCLUSION**

- Businesses must be familiar with the recruitment procedure to restrict expenses for using the services of recruitment agencies. √√
- A legal employment contract eliminates misinterpretation regarding the terms and conditions of employment. √√
- Properly-oriented new employees are more likely to provide valuable input for the business's recovery strategies.√√
- Any other relevant conclusion related to the recruitment procedure/ legal requirements of the employment contract / benefits of induction/ impact of fringe benefits.

(1×2) (2)

[40]

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	**2**	**Max. 32**
Purpose of an interview for business.	**10**	
Legal requirements of an employment contract	**12**	
Benefits of an induction programme for businesses	**16**	
Impact of fringe benefits on businesses	**8**	
Conclusion	**2**	
INSIGHT		
Layout	**2**	**8**
Analysis, interpretation	**2**	
Synthesis	**2**	
Originality/Examples	**2**	
TOTAL MARKS		**40**

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

TOTAL SECTION C: 40

GRAND TOTAL: 150

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