GAUTENG PROVINCE
EDUCATION
REPUBLIC OF SOUTH AFRICA

PREPARATORY EXAMINATION

2023

MARKING GUIDELINES

BUSINESS STUDIES (PAPER 2) (10722)

31 pages

NOTES TO MARKERS

PREAMBLE

The notes to markers are provided for quality assurance purposes to:

(a) Ensure 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 learning

1. For marking and moderation purposes, the following colours are recommended:

Marker:	Red
Senior Marker/HOD:	Black
District Moderator:	Green

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

3. Comprehensive marking guidelines have 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 guidelines
   - Comes from another source
   - Is the original
   - A different approach is used

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

4. 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.)

5. The word 'Sub-max' 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 and moderation purposes.

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

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

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

10. No additional credit must be given for repetition of facts. Indicate with an' 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, the cognitive verb used, the mark allocation in the marking guidelines and the context of each question.

    Cognitive verbs, *such as*:

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

    12.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, compare, tabulate, analyse, evaluate, critically evaluate (*list not exhaustive*) all require a greater depth of understanding, application and reasoning. Therefore, the marks must be allocated more objectively to ensure that assessment 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.

NOTE:
1. This applies only to questions where the number of facts is specified.
2. The above also applies to responses in SECTION C. (where applicable)

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 to finalise alternative answers.

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

14.4.1 If the number of facts is specified, questions that require candidates to 'describe/discuss/explain' may be marked as follows:
Fact = 2 marks (or as indicated in the marking guidelines)
Explanation = 1 mark
The 'fact' and 'explanation' are given separately in the marking guidelines 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 SECTIONS B and C (where applicable).**

15. **SECTION C**

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

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

15.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, 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? 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 mark (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 answers FOUR sub-questions, but one/two/three sub-questions 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 mark (Two '-S')** Where a candidate answers less than 50% (only one sub-question) of the questions with no relevant facts; two '-S' appears in the left margin. Award a ZERO mark synthesis.	**2**
Originality	Is there evidence of one example per topic/subtopic based on recent information, current trends and developments?	**2**
	TOTAL FOR INSIGHT:	**8**
	TOTAL MARKS FOR FACTS:	**32**
	TOTAL MARKS FOR ESSAY (8 + 32):	**40**

NOTE: 1. No marks will be awarded for content 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.

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 guideline 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 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 marking guidelines, will not necessarily apply to each question. This would also depend on the nature of the question.

SECTION A (COMPULSORY)

QUESTION 1

1.1 Multiple-choice questions

1.1.1 B ✓✓

1.1.2 D ✓✓

1.1.3 C ✓✓

1.1.4 A ✓✓

1.1.5 B ✓✓

(5 x 2) (10)

1.2 Completion of sentences

1.2.1 non-profit ✓✓

1.2.2 flip charts ✓✓

1.2.3 triple bottom line ✓✓

1.2.4 economic ✓✓

1.2.5 expert ✓✓

(5 x 2) (10)

1.3 Match Columns

1.3.1 C ✓✓

1.3.2 I ✓✓

1.3.3 E ✓✓

1.3.4 F ✓✓

1.3.5 H ✓✓

(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

SECTION B

Mark only the FIRST TWO questions in this section

QUESTION 2: BUSINESS VENTURES

2.1 **Factors to consider when making investment decisions**

- Return on investment (ROI) ✓
- Risk ✓
- Investment term/period ✓
- Inflation rate ✓
- Liquidity ✓
- Taxation/Tax implications/Tax ✓

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

2.2 **Difference between insurance and assurance**

INSURANCE	ASSURANCE
Based on the principle of indemnity ✓✓	Based on the principle of security/ certainty ✓✓
The insured transfers the cost of potential loss to the insurer at a premium ✓✓	The insurer undertakes to pay an agreed sum of money after a certain period has expired/on the death of the insured person, whichever occurred first. ✓✓
It covers a specified event that may occur ✓✓	Specified event is certainty, but the time of the event is uncertain ✓✓
Applicable to short term insurance ✓✓	Applicable to long term insurance ✓✓
Examples	**Examples**
Property insurance/money in transit/theft/burglary/fire etc.✓	Life insurance/endowment policies/ retirement annuities ✓
Any other relevant answer that relates to insurance	Any other relevant answer that relates to assurance
Submax (2)	Submax (2)

NOTE:
1. **The answer does not have to be in a tabular format.**
2. **The difference does not have to link but must be clear.**
3. **Award a maximum of TWO (2) marks if the difference is not clear/Mark either insurance or assurance only.**

Max. (4)

2.3 **Compulsory insurance**

2.3.1 **Compulsory insurance from the scenario**
Unemployment Insurance Fund/(UIF) ✓✓ (2)

2.3.2 **The other meaning of the Unemployment Insurance Fund** (**UIF)**

- The UIF provides benefits to workers who have been working ✓ and become unemployed for various reasons. ✓
- All employees who work 24 hours or more per month ✓ are required to be registered for UIF/contribute to the UIF. ✓
- It is an affordable contribution that makes it possible for businesses ✓ to appoint substitute workers in some instances. ✓
- The business cannot be held responsible for unemployment cover ✓ as the UIF pays out to contributors directly/dependents of deceased contributors. ✓
- Businesses are compelled to register their employees with the fund ✓ and to pay contributions to the fund. ✓
- The UIF provides financial assistance for a limited period to the dependents of a deceased employee ✓ who was registred with the UIF. ✓
- The additional contribution of 1% by the employer ensures that the payment to the employee increases✓, should he/she become unemployed. ✓
- Unemployed workers may not claim from the UIF ✓ if they resign/dismissed/suspended /obsconded from their jobs . ✓

Any other relevant answer related to other meaning of UIF as a type of compulsory insurance.

NOTE: Do not award marks for the responses that are in the scenario in QUESTION 2.3.1.

Max (4)

2.4 **Situational leadership theory**

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

Any other relevant answer related to the situational leadership theory

Max. (6)

2.5 **Types of shares from the scenario**

TYPES OF SHARES	MOTIVATIONS
1. Ordinary shares ✓✓	Shayna bought shares that will enable her to receive dividends when profit is made. ✓
2. Preference shares ✓✓	While Nana bought shares that will enable her to receive a fixed rate of dividends. ✓
Submax (4)	Submax (2)

NOTE:
1. **Mark the first TWO (2) only.**
2. **Award marks for the types of shares even if the quotes are incomplete.**
3. **Do not award marks for the motivations if the types of shares were incorrectly identified.**
4. **Accept responses in any order.**

Max. (6)

2.6 **Role of personal attitude in successful leadership**

- Positive attitude releases ✓ leadership potential for personal growth. ✓
- A leader's good attitude can influence ✓ the success of the business. ✓
- Leaders must know their strengths and weaknesses ✓ to apply their leadership styles effectively. ✓
- Leaders should model the behaviour ✓ that they want to see in team members. ✓
- Great leaders understand that the right attitude ✓ will set the right atmosphere. ✓
- Leaders' attitude may influence ✓ employees'/teams' thoughts/behaviour. ✓
- Successful leaders consider the abilities/skills of team members ✓ to allocate tasks/roles effectively. ✓
- Enthusiasm produces confidence in a leader✓ and inspires them to work even harder. ✓
- A positive attitude is critical for good leadership ✓ because good leaders will stay with the task regardless of difficulties/challenges. ✓
- Successful employees and leaders have a constant desire to work ✓ and achieve personal/professional success. ✓
- Leaders with a positive attitude know ✓ that there is always more to learn/ space to grow. ✓

Any other relevant answer related to the role of personal attitude in successful leadership.

Max. (6)

2.7 **Criteria that contribute to the success and/or failure of a private company**

Factor	Success AND/OR	Failure
2.7.1 **Capital**	Large amounts of capital can be raised since there is no limit on the number of shareholders/by issuing shares to shareholders. ✓✓	It cannot grow into a very large business since it cannot invite the public to buy shares. ✓✓
	The company can access long term capital and therefore has good long term growth opportunities. ✓✓	Restrictions on transferability of shares may not attract financially strong investors. ✓✓
	Even though shares are not freely transferable, large private companies can raise considerable amounts of capital. ✓✓	Large amounts of capital cannot be obtained as capital contribution is only limited to private shareholders. ✓✓
	Any other relevant answer related to the contribution of capital to the success of a private company.	Any other relevant answer related to the contribution of capital to the failure of a private company.
		Max (4)
2.7.2 **Division of profits**	High profits and good returns to shareholders indicate the success of a company, which increases the value of shares. ✓✓	Shareholders may sell their shares when dividends are low, resulting in a drop in share prices. ✓✓
	Profits generated can be re-invested to expand business operations. ✓✓	Dividends are not always paid out which may discourage new investors. ✓✓
	Shareholders receive profits according to the type and number of their shares. ✓✓	
	Any other relevant answer related to how division of profits can contribute to the success of a private company.	Any other relevant answer related to how division of profits can contribute to the failure of a private company.
		Max. (4)

NOTE: 1. The answer does not have to be in tabular format.
2. Mark either success AND/OR failure of EACH factor. [40]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	**4**
2.2	**4**
2.3.1	**2**
2.3.2	**4**
2.4	**6**
2.5	**6**
2.6	**6**
2.7.1	**4**
2.7.2	**4**
TOTAL	**40**

QUESTION 3: BUSINESS ROLES

3.1 **Meaning of social responsibility**

- It is an obligation ✓ to work towards improving the welfare of society. ✓
- An ethical viewpoint that says every individual/organisation has an obligation ✓ to benefit society as a whole. ✓
- The responsibility of every citizen individual/organisation ✓ to contribute towards the well-being of the community and the environment in which they live. ✓
- Businesses are required to maintain a balance ✓ between the economy and the environment. ✓
- The responsibility can take the form of avoiding actions that could harm the environement✓ such as exploiting natural resources/implementing initiatives that can benefit the society. ✓

Any other relevant answer related to the meaning of social responsibility. **Max. (4)**

3.2 **Responsibilities of employers in protecting human health and safety in the workplace**

- Provide and maintain all the equipment that is necessary to perform the work. ✓✓
- Equipment must be used under the supervision of a designated trained worker. ✓✓
- Keep the systems to ensure that there will be no harmful impact on the health and safety of workers. ✓✓
- Reduce/Remove dangers to workers and provide personal protective clothing. ✓✓
- Employers must know where potential dangers might be and take measures to eliminate or limit the harm. ✓✓
- Ensure that the workers' health is not damaged by hazards resulting from production/processing/storage/transportation of materials or equipment. ✓✓
- Workers must be informed/instructed/and supervised to limit potential dangers to them./Emergency exit door signs should be visible to all employees. ✓✓
- Comply with safety laws which seek to promote a healthy working environment. ✓✓

Any other relevant answer related to the responsibilities of employers in promoting human health and safety in the workplace. **Max. (6)**

3.3 Ethics and professionalism

3.3.1 Ways in which businesses should be conducted professionally, responsibly, ethically and effectively from the scenario

- The management of Blaze Tiles Traders treats their employees equally, regardless of age and gender ✓
- BTT ensures that their employees work in a conducive environment that is safe and free from embarrassment. ✓

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

3.3.2 Other ways in which business should be conducted professionally, responsibly, ethically and effectively.

- Mission statement should include values ✓ of equality/respect. ✓
- All workers should have access ✓ to equal opportunities/positions/ resources. ✓
- Plan properly ✓ and put preventative measures in place. ✓
- Pay fair wages/salaries ✓ which is in line with the minimum requirements of the BCEA ✓/Remunerate employees ✓ for working overtime/during public holidays. ✓
- Refrain from starting a venture using other businesses' ideas ✓ that are protected by law. ✓
- Engage in environmental ✓ awareness programmes ✓/Refrain from polluting the environment, ✓ e.g. by legally disposing of toxic waste. ✓
- Employers and employees need to comply with legislation ✓ with regard to equal opportunities/human rights in the workplace. ✓
- Businesses should develop equity programmes/promote strategies ✓ to ensure that all employees are treated equally regardless of status/ rank/power. ✓
- Training/Information/Business policies ✓ should include issues such as diversity/discrimination/harassment. ✓
- Employers should respond swiftly and fairly ✓ to reported incidents of discrimination in the workplace. ✓
- Orders/Tasks should be given respectfully ✓ and allow the recipient/ employee to have a say in the manner in which the task should be performed. ✓
- Business decisions and actions must be clear/transparent ✓ to all stakeholders. ✓
- Businesses should be accountable/responsible ✓ for their decisions and actions/patent rights. ✓
- Hire honest/trustworthy accountants/financial officers ✓ with good credentials. ✓
- Regular/Timeous payment of taxes✓ and the business must disclose all needed information to SARS. ✓
- Draw up a code of ethics/conduct ✓and ensure that acceptable behaviour is stated in this document. ✓
- Ongoing development and training ✓ for all employees. ✓
- Performance management systems/Appraisals should be in place✓ to motivate employees. ✓

- Adequate internal ✓ controls/monitoring/evaluation. ✓
- Provide quality goods/services to customers✓and pay attention to the safety of customers. ✓

Any other relevant answer related to other ways in which businesses should be conducted professionally, responsibly, ethically and effectively.
NOTE: Do not award marks for responses that were quoted in Question 3.3.1. **Max. (6)**

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

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

Any other relevant answer related to the correct procedures to deal with grievances in the workplace.
NOTE: Accept steps in any order. **Max. (4)**

3.5 **Problem solving techniques from the scenario**

3.5.1 Brainstorming ✓✓ (2)

3.5.2 **Advantages of other problem-solving techniques**

OTHER PROBLEM-SOLVING TECHNIQUES	**ADVANTAGE OF EACH**
1. Delphi technique ✓✓	• Businesses may use a group of experts without bringing them together. ✓ • The experts will give the business clear ideas/solutions on how to improve productivity/profitability. ✓ • Information received from experts can be used to solve complex business problems. ✓ • Experts may give honest/credible opinions as they do not have a direct/personal interest in the business. ✓ • Conflict may be avoided especially if all employees are knowledgeable and well qualified. ✓ • Dominating employees may not take over the process as they do not form part of the problem-solving process. ✓ • It reduces noise levels in an office environment since there is no group discussion ✓ Any other relevant answer related to the advantages of the Delphi technique as a problem solving technique.
	Problem solving technique (2) Explanation (1) Sub max (3)
2. Nominal-group technique ✓✓	• It provides time to think about the question in silence before responding. ✓ • Voting on the ideas is anonymous and may be more reliable/ honest. ✓ • Strong technique for preventing conformity to group pressure. ✓ • Each team member/director has a chance to participate without interference from other team members. ✓ • Everyone in the group is given an opportunity to contribute to the discussion, while avoiding the likelihood of one person dominating the group process. ✓ • Enables the group to generate and clarifies a large amount of ideas quickly, and democratically prioritises them. ✓ • It encourages participants to confront issues through constructive problem solving. ✓ Any other relevant answer related to the advantages of nominal group technique as a problem-solving technique.
	Problem solving technique (2) Explanation (1) Sub max (3)

OTHER PROBLEM-SOLVING TECHNIQUES	ADVANTAGE OF EACH
3. Force-Field Analysis ✓✓	• Employees feel included and are able to understand where the business is going. ✓ • Employees develop/grow with the business as they are included in the process. ✓ • It provides a visual summary of all the various factors supporting and opposing a particular idea. ✓ • Informed decisions can be made as forces for and against are critically evaluated. ✓ • Enables businesses to strengthen the driving forces and weaken the restraining forces. ✓ • Businesses are able to have an idea of the timeline required and the requirements of additional resources. ✓ Any other relevant answer related to the advantages of force-field analysis as a problem-solving technique.
	Problem solving technique (2) Explanation (1) Sub max (3)

NOTE:
1. **Mark the first TWO (2) only**
2. **Do not award marks for the advantages of brainstorming.**
3. **Award full two (2) marks for the explanation of each problem solving technique if it was not named and allocate ticks accordingly for each explanation.** **Max. (6)**

3.6 **Benefits of diversity in the workplace**

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

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

Max (6)

3.7 **Ways in which businesses could promote social rights in the workplace**

- Businesses should ensure that employees have access to clean water/social security. ✓✓
- Provide health care services by establishing site clinics to give employees access to basic medical examinations. ✓✓
- Encourage employees./Provide opportunities for skills training/basic education. ✓✓
- Encourage employees to participate in special events, e.g. World Aids day. ✓✓
- Register workers with UIF to provide adequate protection in the event of unemployment/illness. ✓✓

Any other relevant answer related to the ways in which businesses could promote social rights in the workplace. **Max. (4)**

[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2	6
3.3.1	2
3.3.2	6
3.4	4
3.5.1	2
3.5.2	6
3.6	6
3.7	4
TOTAL	40

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 **Functions of the Johannesburg Securities Exchange/JSE**

- Gives opportunities to financial institutions, e.g. insurance companies invest their surplus funds in shares. ✓✓
- Serves as a barometer/indicator of economic conditions in South Africa. ✓✓
- Keeps investors informed by publishing share prices daily. ✓✓
- Acts as a link between investors and public companies. ✓✓
- Shares are valued and assessed by experts. ✓✓
- Small investors are invited to take part in the economy of the country through the buying/selling of shares. ✓✓
- Venture capital market is made possible on the open market. ✓✓
- Strict investment rules ensure a disciplined/orderly market for securities. ✓✓
- Raises primary capital by encouraging new investments in listed companies. ✓✓
- Mobilises the funds of insurance companies and other institutions. ✓✓
- Regulates the market for trading in shares. ✓✓
- Plans, researches and advises on investment possibilities. ✓✓
- Ensures that the market operates in a transparent manner. ✓✓
- Provides protection for investors through strict rules/legislation. ✓✓
- Encourages short-term investment as shares can be sold at any time. ✓✓
- Enhances job creation and increases economic growth/development. ✓✓
- Facilitates electronic trading of shares/STRATE. ✓✓ Channels financial resources into productive economic activities. ✓✓

Any other relevant answer related to the functions of the Johannesburg Securities Exchange/JSE. **Max. (6)**

4.2 **Principles of insurance from the statements**

4.2.1 Utmost good faith ✓✓ (2)

4.2.2 Insurable interest ✓✓ (2)

4.3 **Advantages of the autocratic leadership style**

- Quick decisions can be taken ✓ without consulting/considering followers/ employees. ✓
- Work gets done ✓ in time/on schedule. ✓
- Line of command/communication is clear ✓ as it is a top-down approach/followers know exactly what to do. ✓
- Direct supervision and strict control ✓ ensure high quality products/service. ✓
- Provides strong leadership ✓ which makes new employees feel confident and safe. ✓
- Works well in large companies ✓ where consultation with every employee is impractical. ✓
- Clear guidance can be given ✓ to low-skilled/inexperienced/new staff. ✓

Any other relevant answer related to the advantages of the autocratic leadership style on business. **Max. (6)**

4.4 **Handling feedback after a presentation in a non-aggressive and professional manner**

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

Any other relevant answer related to how the presenter should handle feedback after a presentation in a non-aggressive and professional manner.

Max. (4)

BUSINESS ROLES

4.5 **Steps in problem-solving**

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

Any other relevant answer related to the steps in problem-solving.

NOTE: 1. Mark the first FOUR (4) only.
2. Steps may be in any order.
3. Award marks for different approaches of problem-solving steps.

(4 x 1) (4)

4.6 **Difference between ethical and professional behaviour**

ETHICAL BEHAVIOUR	PROFESSIONAL BEHAVIOUR
• Refers to the principles of right and wrong/acceptable in society. ✓✓	• Refers to what is right/wrong/ acceptable in a business. ✓✓
• Conforms to a set of values that are morally acceptable. ✓✓	• Set of standards of expected behaviour. ✓✓
• Forms part of a code of conduct to guide employees to act ethically. ✓✓	• Applying a code of conduct of a profession or business. ✓✓
• Focuses on developing a moral compass for decision making. ✓✓	• Focuses on upholding the reputation of a business/profession ✓✓
• Involves following the principles of right and wrong in business activities/ practices/dealings. ✓✓	• Includes guidelines on employees' appearance/communication/attitude/re sponsibility, etc. ✓✓
Any other relevant answer related to ethical behaviour.	Any other relevant answer related to professional behaviour.
Sub max (2)	**Sub max (2)**

NOTE:
1. **The answer does not have to be in a tabular format.**
2. **The difference does not have to link but must be clear.**
3. **Award a maximum of TWO (2) marks if the difference is not clear/Mark either ethical behaviour or professional behaviour only.**

Max. (4)

4.7 **Social responsibility and corporate social investment**

4.7.1 **Ways in which businesses contribute time and effort in improving the well-being of employees from the scenario**

- BB provides transport for employees who work unusually long hours. ✓
- BB has established coaching and mentoring programmes for junior employees. ✓

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

(2 x 1) (2)

4.7.2 **The impact of corporate social investment (CSI) on businesses**

Positives/Advantages

- May attract experienced employees./Increase the pool of skilled labour√ which could increase productivity. ✓
- Positive/Improved image ✓ as the business looks after employees/ conducts itself in a responsible way. ✓
- A business may have a competitive advantage ✓, resulting in good publicity/an improved reputation. ✓
- Promotes customer loyalty ✓ resulting in more sales. ✓
- CSI projects may be used as a marketing strategy ✓ to promote their products. ✓
- The business enjoys the goodwill/support ✓ of communities. ✓
- CSI projects promote teamwork ✓ within businesses. ✓

- CSI helps to attract investors ✓ because of increased profits/income/when the business is included in the JSE SRI. ✓
- Gives businesses tax advantages ✓ such as tax reduction/-rebates. ✓
- Assists in solving socio-economic issues ✓ like poverty/ unemployment. ✓
- The government is less likely to enforce issues through legislation ✓ to businesses that voluntarily participate in CSI projects ✓.
- Employees feel as if they are making a difference ✓ in working for the business. ✓
- It helps to retain staff/lower staff turnover ✓ as employees' health and safety are considered. ✓
- Improves the health of its employees ✓ through focused CSI projects. ✓
- Businesses become more community-based by working closely with the community ✓ to roll out skills development projects. ✓

Any other relevant answer related to the positive impact/advantages of CSI on businesses

AND/OR

Negatives/Disadvantages

- It is difficult to accurately measure ✓ the effectiveness of social investment. ✓
- Most managers are not trained/lack experience ✓ to handle social programmes. ✓
- Businesses find it difficult to adhere to legislation ✓ governing CSI. ✓
- Detailed reports must be drawn up ✓, which can be time consuming. ✓
- CSI activities distract business focus ✓ from its core business functions. ✓
- Shareholders may receive less dividends ✓, as some profits are spent on CSI. ✓
- Business may not be supported/Customers may not buy their products/ services ✓ resulting in a decrease in sales. ✓
- Small and medium enterprises find it difficult ✓ to implement CSI programmes. ✓
- Social spending reduces business/economic efficiency ✓ which makes it less competitive. ✓
- Social involvement is funded from business profits ✓ which could have been used to the benefit of customers/reduce prices. ✓
- It can increase financial risk, ✓ as programs cost money and may impact negatively on profits. ✓
- It is not easy to determine the exact needs of the communities, ✓ which may result in fruitless expenditure on CSI. ✓
- Employees may spend more time working on CSI projects ✓ instead of focusing on their core duties. ✓
- Providing goods/services that meet the needs of consumers is, ✓ according to some stakeholders, already socially responsible. ✓
- Some shareholders/stakeholders might withdraw their support from the business ✓ as they feel that social issues should be the government's responsibility. ✓

Any other relevant answer related to the negative impact/disadvantages of CSI on businesses. **Max. (6)**

4.8 **Advantages of creative thinking in the workplace**

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

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

Max. **(4)**

[40]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	6
4.2.1	2
4.2.2	2
4.3	6
4.4	4
4.5	4
4.6	4
4.7.1	2
4.7.2	6
4.8	4
TOTAL	40

TOTAL SECTION B: 80

SECTION C

NOTE: Mark the FIRST answer only

QUESTION 5: BUSINESS VENTURES (PRESENTATION AND DATA RESPONSE)

5.1 **Introduction**

- Effective presentation of business information is one of the key elements of communicating with various stakeholders. ✓
- Various factors need to be considered when designing a multi-media presentation to make it effective/memorable. ✓
- Presenters must conduct research on various factors that must be considered when preparing for a presentation. ✓
- PowerPoints and interactive whiteboards cater for different types of audiences and enable presenters to vary their styles of presentation. ✓
- Presenters must reflect on their presentation to enable them to improve on their next presentation. ✓

Any other relevant introduction related to aspects that must be considered when designing a multimedia presentation/factors to be considered when preparing for a presentation/impact of PowerPoints/interactive whiteboards/areas of improvement in the next presentation. **Any (2 x 1) (2)**

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

- Start with the text which forms the basis of the presentation. ✓✓
- Select the background to complement/enhance the text. ✓✓
- Choose images that may help to communicate the message. ✓✓
- Include/Create graphics to assist the information which is conveyed. ✓✓
- Add special effects/sound/pictures/animation to make it interesting for the audience. ✓✓
- Create hyperlinks to allow quick access to other files/documents/video clips. ✓✓
- Use legible font and font size so that it is easy to see/read. ✓✓
- Keep slides/images/graphs/font simple by not mixing different styles/colours. ✓✓
- Make sure there are no language and spelling errors. ✓✓
- Use bright colours to increase visibility. ✓✓
- Structure information in a logical sequence so that the audience can easily follow the content of the presentation. ✓✓
- Limit the information on each slide by using key words and not full sentences. ✓✓

Any other relevant answer related to aspects that should be considered when designing a multimedia presentation. **Max. (8)**

5.3 **Factors that must be considered when preparing for a presentation**

- Establish a clear purpose/intention/objective ✓ and main points of the presentation. ✓
- Main aims captured ✓ in the introduction/opening statement of the presentation. ✓
- Information presented ✓ should be relevant and accurate. ✓
- Fully conversant ✓ with the content/objectives of the presentation. ✓
- Background/diversity/size/pre-knowledge of the audience ✓ to determine the appropriate visual aids. ✓
- Prepare a rough draft of the presentation ✓ with a logical structure/format with an introduction, body and conclusion. ✓
- The conclusion must summarise the key facts ✓ and how it relates to the objectives/shows that all aspects have been addressed. ✓
- Create visual aids that will consolidate ✓ the information/facts to be conveyed to the audience. ✓
- Find out about the venue for the presentation ✓, such as what equipment is available/appropriate/availability of generators as backup to load shedding. ✓
- Consider the time frame ✓ for the presentation, e.g. fifteen minutes allowed. ✓
- Rehearse ✓ to ensure a confident presentation/effective use of time management. ✓
- Prepare for the feedback session ✓, by anticipating possible questions/ comments. ✓
- Prepare handouts✓ that you may wish to share with the audience✓.

Any other relevant answer related to factors that must be considered when preparing for a presentation. **Max. (12)**

5.4 5.4.1 **Impact of a PowerPoint presentation**

Positives/Advantages

- Graphic programmes have the capacity to convey ideas ✓ and support what the presenter says. ✓
- Easy to combine ✓ with sound/video clips. ✓/Visuals/Audio aids such as sound/video clips✓ could easily be included in the PowerPoint presentation ✓
- Simple/Less cluttered slides ✓ may capture the interest of the audience. ✓
- Video clips can provide variety ✓ and capture the attention of the audience. ✓
- Variation of colour/background/sound immediately captures the attention of the audience ✓ and retain their interest throughout the presentation. ✓
- Slides can enhance the facts ✓ and summarise information. ✓
- PowerPoint slides can help to convey a large number of facts ✓ in a short time. ✓

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

AND/OR

Negatives/Disadvantages

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

Any other relevant answer related to the negative impact/disadvantages of a PowerPoint as a type of visual aid. Submax. (8)

5.4.2 **Interactive whiteboards**

Positives/Advantages

- Easy to combine ✓ with sound/other visual aids. ✓
- Useful to capture feedback ✓ and new ideas/proposal from the stakeholders/audience. ✓
- Can be controlled by the touch of a finger ✓, so the presenter can move away from the computer during the presentation. ✓
- Special pens allow the presenter to write on the board ✓ while prepared images are displayed. ✓
- Additional notes that were added during the presentation ✓ can be captured on computer after the presentation. ✓
- Images can be projected directly from a computer ✓, so no external projector/devices necessary. ✓
- Reduces the cost of purchasing additional equipment✓ as the information /text/graphics could be projected from a computer. ✓

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

AND/OR

Negatives/Disadvantages

- Can only be used by a presenter who knows the unique features of the interactive whiteboard/smart boards ✓ and uses it to its full potential. ✓
- Cannot be connected to any computer ✓ as special licensed software is needed to be able to use it. ✓
- Technical challenges may render it ineffective ✓, such as loss of signal while using it. ✓

Any other relevant answer related to the negative impact/disadvantages of interactive whiteboards as a type of visual aid. Submax (8)

Max. (16)

5.5 **Areas of improvement in the next presentation**

- The presenter should revise objectives that were not achieved. ✓✓
- Use humor appropriately. ✓✓
- Always be prepared to update/keep the information relevant. ✓✓
- Reflect on any problem/criticism and avoid it in future presentations. ✓✓
- Reflect on the time/length of the presentation to add/remove content. ✓✓
- Reflect on the logical flow of the format/slides/application of visual aids. ✓✓
- Increase/Decrease the use of visual aids./Replace or remove aids that do not work well. ✓✓
- Analyse feedback from a presentation and incorporate/update/amend to improve the presentation. ✓✓

Any other relevant answer related to areas of improvement for the presenter in the next presentation. **Max. (10)**

5.6 **Conclusion**

- A good presentation promotes the image of the business/owner/ management. ✓✓
- A well-prepared multimedia presentation creates a good impression and may attract potential investors. ✓✓
- When preparing presentations, the presenter needs to stay abreast with the latest trends/changes in his/her presentation topic. ✓✓
- Presenters must do a critical analysis of feedback obtained from various sources in order to improve in their next presentation. ✓✓

Any other relevant conclusion related to aspects that must be considered when designing a multimedia presentation/factors to be considered when preparing for a presentation/impact of PowerPoints/interactive whiteboards/areas of improvement in the next presentation. **Any (1 x 2) (2)**

[40]

QUESTION 5: BREAKDOWN OF MARKS ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	**2**	**Max 32**
Aspects to consider when designing a multimedia presentation	**8**	
Factors that must be considered when preparing for a presentation	**12**	
Impact of visual aids o PowerPoint o Interactive whiteboard	**16**	
Areas of improvement in the next presentation	**10**	
Conclusion	**2**	
INSIGHT		**8**
Layout	**2**	
Analysis/Interpretation	**2**	
Synthesis	**2**	
Originality/Examples	**2**	
TOTAL MARKS		**40**

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

QUESTION 6: BUSINESS ROLES (TEAM PERFORMANCE AND CONFLICT MANAGEMENT)

6.1 **Introduction**

- Businesses invest a lot of money in their teams to achieve business goals and objectives. ✓
- The criteria for successful team performance serve as guidance for how teams should work together to achieve team goals. ✓
- Team leaders must be able to identify the causes of conflict to be able to handle it effectively in the workplace. ✓
- It is necessary for team members to go through various stages of team development to enable them to perform their tasks to the best of their abilities. ✓
- Difficult employees can create a toxic work environment leading to higher staff turnover and poor customer relations. ✓

Any other relevant introduction related to the causes of conflict/criteria for successful team performance/stages of team development/ways in which businesses deal with difficult employees in the workplace. **Any (2 x 1) (2)**

6.2 **Causes of conflict in the workplace**

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

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

NOTE: 1 Award a maximum of six (6) marks if candidates only lists ten (10) causes of conflict.

2 If a candidate has listed less than ten (10) causes of conflict, award a maximum of four (4) marks. Max (10)

6.3 **Criteria for successful team performance**

6.3.1 **Interpersonal attitudes and behaviour**

- Members have a positive attitude of support ✓ and motivation towards each other. ✓
- Good/Sound interpersonal relationships ✓ will ensure job satisfaction/ increase productivity of the team. ✓
- Members are committed/passionate ✓ towards achieving a common goal/objective. ✓
- Team leader acknowledges/gives credit to members ✓ for positive contributions. ✓

Any other relevant answer related to interpersonal attitudes and behaviour as a criterion for successful team performance. Sub max (4)

6.3.2 **Shared values**

- Shows loyalty/respect/trust towards team members ✓ despite differences. ✓
- Shows respect for the knowledge/skills/experience ✓ of other members. ✓
- Performs team tasks with integrity/pursuing accountability/Meeting team deadlines ✓ with necessary commitment to team goals. ✓

Any other relevant answer related to shared values as a criterion for successful team performance. Sub max (4)

6.3.3 **Co-operation/Collaboration**

- Clearly defined realistic goals are set, ✓ so that all members know exactly what is to be accomplished. ✓
- All members take part ✓ in decision making. ✓
- Willingness to co-operate as a unit ✓ to achieve team objectives. ✓
- Co-operate with management ✓ to achieve team/business objectives. ✓
- Agree on methods/ways to get the job done effectively ✓ without wasting time on conflict resolution. ✓
- A balanced composition of skills/knowledge/experience/expertise ✓ ensures that teams achieve their objectives. ✓

Any other relevant answer related to cooperation/collaboration as a criterion for successful team performance. Sub max (4)

Max. (12)

6.4 **Stages of team development**

6.4.1 **Forming** ✓✓

- Individuals gather information and impressions about each other ✓ and the scope of the task and how to approach it. ✓
- Teams are comfortable/observes one another's behaviour/show mutual respect ✓ and polite with each other during this stage. ✓
- People focus on being busy with routines, ✓ such as team organisation e.g. who does what, when to meet each other, etc. ✓

Any other relevant answer related to forming as a stage of team development.

Stage (2)
Discussion (2)
Sub max (4)

6.4.2 **Storming** ✓✓

- Teams go through a period of unease/conflict ✓ after formation. ✓
- Different ideas from team members will compete ✓ for consideration. ✓
- Team members are open to each other ✓ and confront each other's ideas/perspectives. ✓
- Tension/Struggle/Arguments/Conflicts occur and upset the team members ✓
- There may be power struggles✓ for the position of team leader. ✓
- In some instances, storming can be resolved quickly; ✓ in others, the team never leaves this stage. ✓
- Many teams fail during this stage ✓ as they are not focused on their task. ✓
- This phase can become destructive for the team/will negatively impact team performance, ✓ if allowed to get out of control. ✓
- This stage is necessary/important ✓ for the growth of the team. ✓
- Some team members tolerate each other ✓ to survive this stage. ✓

Any other relevant answer related to storming as a stage of team development.

Stage (2)
Discussion (2)
Sub max (4)

6.4.3 **Norming** ✓✓

- Team members come to an agreement ✓ and reach consensus. ✓
- Roles and responsibilities are clear ✓ and accepted. ✓
- Processes/Working style and respect ✓ develop amongst members. ✓
- Team members have the ambition to work ✓ for the success of the team. ✓
- The processes involved in achieving the goals are adhered to✓ and team members appreciate the comtribution of fellow team members.✓
- Conflict may occur ✓ but commitment and unity are strong. ✓

Any other relevant answer related to norming/settling/reconciliation as a stage of team development.

Stage (2)
Discussion (2)
Sub max (4)

6.4.4 **Performing stage** ✓✓

- Team members are aware of strategies ✓ and aims of the team. ✓
- They have direction ✓ without interference from the leader. ✓
- Processes and structures ✓ are set. ✓
- Leader's delegate ✓ and oversee the processes and procedures. ✓
- All members are now competent ✓, autonomous and able to handle the decision-making process without supervision. ✓
- Differences among members are appreciated ✓ and used to enhance the team's performance. ✓

Any other relevant answer related to performing/working as a team towards a goal as a stage of team development.

Stage (2)
Discussion (2)
Sub max (4)

6.4.5 **Adjourning/Mourning stage** ✓✓

- The focus is on the completion ✓ of the task/ending the project. ✓
- All tasks need to be completed ✓ before the team finally dissolves. ✓
- Breaking up the team may be traumatic ✓ as team members may find it difficult to perform as individuals once again. ✓

Any other relevant answer related to adjourning/mourning as a stage of team development.

Stage (2)
Discussion (2)
Sub max (4)

NOTE: Mark the first FOUR (4) only. **Max. (16)**

6.5 **Ways to deal with difficult employees in the workplace**

- Get perspectives from others who have experienced the same kind of situation to be able to understand difficult employees. ✓✓
- Act pro-actively if possible, as a staff/personnel problem is part of a manager's responsibilities. ✓✓
- Regular meetings with supervisors/departmental heads should help to identify difficult/problem behaviour. ✓✓
- Ask someone in authority for their input into the situation. ✓✓
- Identify the type of personality that is creating the problem. ✓✓
- Meet privately with difficult employees, so that there are no distractions from other employees/issues. ✓✓
- State the purpose of the meeting/Make intentions and reasons for action known, so that the difficult person/ persons feel at ease. ✓✓
- Employees should be told what specific behaviours are acceptable by giving details about what is wrong/ unacceptable and also an opportunity to explain their behaviour. ✓✓
- A deadline should be set for improving bad/difficult behaviour. ✓✓
- The deadline date should be discussed with the difficult employee and his/her progress should be monitored/assessed prior to the deadline. ✓✓
- Guidelines for improvement should be given. ✓✓
- Do not judge the person but try to understand him/her./Understand his/her intentions and why he/she reacts in a certain way. ✓✓
- Keep communication channels open./Encourage employees to communicate their grievances to management. ✓✓
- Build rapport/sound relations by re-establishing personal connections with colleagues, instead of relying on e-mails/messaging/social media. ✓✓
- Help difficult employees to be realistic about the task at hand. ✓✓
- Remain calm and in control of the situation to get the person(s) to collaborate. ✓✓
- Treat people with respect, irrespective of whether they are capable/ competent or not. ✓✓

- Sometimes it may be necessary to ignore and only monitor a difficult person. ✓✓
- Identify and provide an appropriate support program to address areas of weakness. ✓✓

Any other relevant answer related to the ways in which businesses deal with difficult employees in the workplace. **Max.(10)**

6.6 **Conclusion**

- Team members that are coherent can identify their weaknesses and assist one another in working together to realise their mission. ✓✓
- Team leaders must understand the activities of each stage of team development to be able to lead and manage their teams effectively. ✓✓
- Businesses should be well conversant with the causes of conflict so that they can find ways to avoid it in the workplace. ✓✓
- Difficult employees may influence their colleagues to adapt the same behaviour/attitudes if businesses do not handle them in a correct manner. ✓✓

Any other relevant conclusion related to the causes of conflict/criteria for successful team performance/stages of team development/ways in which businesses deal with difficult employees in the workplace. **Any (2 x 1) (2)**

[40]

QUESTION 6: BREAKDOWN OF MARKS ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	**2**	**Max. 32**
Causes of conflict in the workplace	**8**	
Criteria for successful team performance: o Interpersonal attitudes and behavior o Shared values o Collaboration	**12**	
Stages of team development	**16**	
Ways to deal with difficult employees in the workplace.	**10**	
Conclusion	**2**	
INSIGHT		**8**
Layout	**2**	
Analysis/Interpretation	**2**	
Synthesis	**2**	
Originality/Examples	**2**	
TOTAL MARKS		**40**

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

TOTAL SECTION C: 40

TOTAL: 150