Education

KwaZulu-Natal Department of Education
REPUBLIC OF SOUTH AFRICA

BUSINESS STUDIES

COMMON TEST

JUNE 2017

NATIONAL SENIOR CERTIFICATE

GRADE 12

MARKS: 300

TIME: 3 hours

N.B. This question paper consists of 19 pages including this page.

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INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

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

   SECTION A: COMPULSORY

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

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

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

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

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

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

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

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

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

8. Non-programmable calculator may be used.

9. Write neatly and legibly.

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SECTION A: (COMPULSORY)

QUESTION 1: MULTIPLE CHOICE

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

1.1.1 Which technique would Take and Pay Stores most likely use when it analyses challenges from the market environment?

A Balanced Scorecard.
B PESTLE.
C Porters Five Forces
D Scamper

1.1.2 During the first six months of employment, an employee will be entitled to:

A Two days' paid sick leave for every 30 days worked.
B One days' paid sick leave for every 30 days worked
C Two days' paid sick leave for every 26 days worked
D One days' paid sick leave for every 26 days worked

1.1.3 Which one of the following institutions may promote insurance learnerships in South Africa

A INSETA
B INSETT.
C ESETA
D SAQA

1.1.4 Unilever is a company that produces mainly soap products such as Sunlight, SKIP and Surf. Over time Unilever have extended their core production to include product ranges such as ice cream, margarine and personal hygiene products. To produce these items over the decades, Unilever had to take over firms or set up entirely new business entities. This is known as _____

A diversification
B liquidation
C divestiture
D joint venture

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1.1.5 OLD MUTUAL applies corporate governance in order to ensure sustainability of the organisation and its business. These principles and practices are applied in line with the ...

A Kyoto Protocol
B King 3 report
C Global Reporting Initiative (GRI)
D JSE SRI index

1.1.6 The production manager for ABC Beverages conducts regular inspections on final goods to ensure that the required standards are met. This process is known as quality ...

A circles.
B planning.
C assurance.
D control.

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

A Brainstorming
B Delphi
C Empty chair
D Forced combination

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

A SABC
B SABS
C SARB
D SAQA

1.1.9 Which one of the following is responsible for developing an acceptable guideline on sustainable disclosure?

A South African Reserve Bank
B Global Reporting Initiative
C Central Statistical Services
D Institute of Chartered Accountants

1.1.10 ..... is a process where new employees recruited by Bargain Man are given general rules of conduct applicable to all staff members.

A Staff development programmes
B Staff induction
C Performance appraisal
D Probation

10 x 2 (20)

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

For Example: 1.2.6 K.

	COLUMN A	COLUMN B	
1.2.1	Consumer Protection Act	A	Forces businesses to disclose more information about their products and processes.
1.2.2	Job specification	B	Is time consuming and costly
1.2.3	Teamwork	C	Work gets done in time/on schedule
1.2.4	Diversity	D	Outlines the minimum requirements of a post
1.2.5	Autocratic leadership	E	Businesses should employ people from different religion and culture
		F	Only previously disadvantaged individuals should be employed
		G	Achieves greater output through synergy.
		H	A description of the task to be performed
		I	Provides for debt restructuring.
		J	Encourages employees to work hard because they will receive rewards.

5 x 2 (10)

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

1.3.1 Take and Pay Stores has an extensive recycling programme. The shows that Take and Pay has a commitment towards (meeting the needs of its customer base/Triple Bottom Line.)

1.3.2 (Weaknesses/Threats) are conditions which are unfavourable, such as a downswing of the economy, higher interest rates or decreased demand for a specific product.

1.3.3 Team members open up to each other and confront each other's ideas/perspectives (Storming/Performing)

1.3.4 Fisheries and Forestry are seen as part of the (primary/secondary) sector of the economy

1.3.5 (Head hunting/Walk-ins) is/are when people bring their CV's to a business, regardless of whether a post was advertised or not. (5 x 2) (10)

TOTAL SECTION A: 40

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SECTION B: (COMPULSORY)

Answer ANY THREE questions from this section.

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

QUESTION 2: BUSINESS ENVIRONMENT

2.1 Identify the element of Porters Five Forces model that applies to each of the following statements:

2.1.1 Customers prefer Blossom margarine to the more expensive Choice butter.

2.1.2 Jacks traders assess the power of customers to force down prices.

2.1.3 Apple and Samsung are currently suing one another, claiming that the Samsung Galaxy copied the iPhone.

2.1.4 In South Africa, Telkom used to be the only telephone service provider. Neotel and Hardliner are now two additional service providers

2.1.5 Eskom is the only company to supply electricity. (10)

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

Fighting for transformation

THE Broad-Base Black Economic Empowerment (B-BBEE) Commission should take action against fraud and fronting, says minister

THE Broad-Base Black Economic Empowerment (B-BBEE) Commission should take action against companies found not to be complying with B-BBEE requirements for transformation, minister of Trade and Industry Dr Rob Davies said at the weekend.

He said the commission also needed to deal with verification agencies found to be promoting misrepresentation and fronting by issuing B-BBEE certificates that do not give a true reflection of the transformation status in companies.

Acting commissioner for the B-BBEE Commission Zodwa Ntuli said the research study also indicated a minimal increase in black female directorships and a decrease in black male directors, with white directorship still on the increase. She said radical transformation needs to take place in Ownership and Management

The New Age March 2017

2.2.1 Explain the term 'fronting' as stated in the above article. Use the information from the article to support your answer. (4)

2.3 Discuss the implications of the following BBBEE pillars on businesses:

2.3.1 Ownership (4)

2.3.2 Management (4)

2.4 Justify the introduction of broad-based black economic empowerment (BBBEE). (6)

2.5 Suggest practical ways in which businesses may comply with the Employment Equity Act, 1998 (Act 55 of 1998). (4)

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2.6 List any THREE business actions that can be regarded as discriminatory by the Employment Equity Act, 1998 (Act 55 of 1998). (6)

2.7 Analyse the impact of the Employment Equity Act, 1998 (Act 55 of 1998) on businesses in general. (6)

2.8 Explain the difference between the *National Skills Development Strategy* and the *Human Resources Development Strategy.* (8)

2.9 Describe the *strategic management process* (8)
[60]

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QUESTION 3: BUSINESS ROLES

3.1 State the problem-solving technique represented in EACH of the following statements:

3.1.1 The management of Exquisite Bed and Breakfast has requested a group of experts to collect opinions on a research question to help them solve certain business problems.

3.1.2 Smartsung had requested their research department to explore different ways to adapt their products.

3.1.3 ABC Consulting request their employees to write the key words on small pieces of paper and display them on the wall in order to generate new, creative ideas.

3.1.4 Thandi is engaged in a role-play conversation with an imaginary person in the other chair to clarify the positives and negatives of a proposed solution to a problem.

3.1.5 The employees of Posh Air-conditioning requests its employees to first generate ideas on their own and then share the ideas with other group members. (10)

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

SANRAL IS ABOUT PEOPLE

SANRAL's wide range of investments in the community is coordinated by a dedicated team led by Corporate Services Executive, Heidi Harper. In recent years, this team has helped the agency earn accolade as one of South Africa's top employers and a leading example of how to create a great environment for employees, attract and develop talent within the organisation and implement career-management programmes.

SANRAL supports the training of future maths and science teachers, offer weekly sessions on campus to selected learners to increase their ability in physical science. Through its bursary program, SANRAL is seeking to create a pipeline of talented students who will eventually contribute to skills development in the country.

www.sanral.co.za

3.2.1 Define *Corporate Social Investments* and *Corporate Social Responsibility*. (4)

3.2.2 Quote from the article above, FOUR ways in which SANRAL contributes to the community. (4)

3.2.3 SANRAL creates a great environment for its employees. Recommend ways in which SANRAL can contribute time and effort to advance the well-being of the community from a business point of view. (8)

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

3.4 Tabulate the difference between ethics and professionalism in a business enterprise. (8)

3.5 Discuss ways in which professional, ethical and effective business practices should be conducted in a challenging business environment. (10)

3.6 Recommend ways in which a business can create an environment that promotes creative thinking. (8)
[60]

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QUESTION 4

4.1 Identify the business function that is responsible for the activities in EACH of the following scenarios.

4.1.1 Kogie ensures that Khwarastan Boutique makes optimal use of its website and social media (such as facebook).

4.1.2 Tony develops a reliable information management systems to track sales, debtors and creditors.

4.1.3 Dhana prepares the annual financial statements (income statement and balance sheet) for shareholders and other stakeholders to assure them that the business is financially sound.

4.1.4 Bongani LTD ensures appropriate, ongoing skills development and training of all staff. (8)

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

ACTIVE WEAR

Active Wear specialises in the selling of women's sportswear, but want to introduce men's sportswear too. The business is looking for a fashion designer who specialises in men's sportswear. They have advertised the vacant position on social media and newspapers.

4.2.1 Identify the type of recruitment used by Active Wear and motivate your answer. (3)

4.2.2 Analyse the impact of the type of recruitment described in the scenario above. (10)

4.2.3 Name another type of recruitment that Active Wear could use to find a suitable candidate. (1)

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4.3 Discuss the selection procedure as one of the activities of the human resource function. (8)

4.4 Distinguish between *quality performance* and *quality management.* (4)

4.5 Outline the quality indicators of the marketing function. (8)

4.6 Explain how total quality management (TQM) can reduce the cost of quality. (6)

4.7 Discuss the following elements of Total Quality Management (TQM).

4.7.1 Continuous skills development / Education and training. (6)

4.7.2 Continuous improvements to systems and processes. (6)
[60]

QUESTION 5: MISCELLANEOUS

BUSINESS ENVIRONMENT

5.1 Identify the business strategy applicable to EACH statement below:

5.1.1 The Virgin Group of companies owns, among others, Virgin Records (music industry), Virgin Atlantic (airline industry), Virgin Active (leisure industry) and the Virgin mobile phones.

5.1.2 Platinum booksellers purchases a number of small independent bookstores in Durban.

5.1.3 Cake Artists add new recipe's to the existing popular baked items to keep consumers interested.

5.1.4 Fast and Furious sells divisions of the business that are not performing well and does not fit in with its core business.

5.1.5 Toyota SA (a car manufacturing business) gained ownership of Raylite car batteries. (5 x 2) (10)

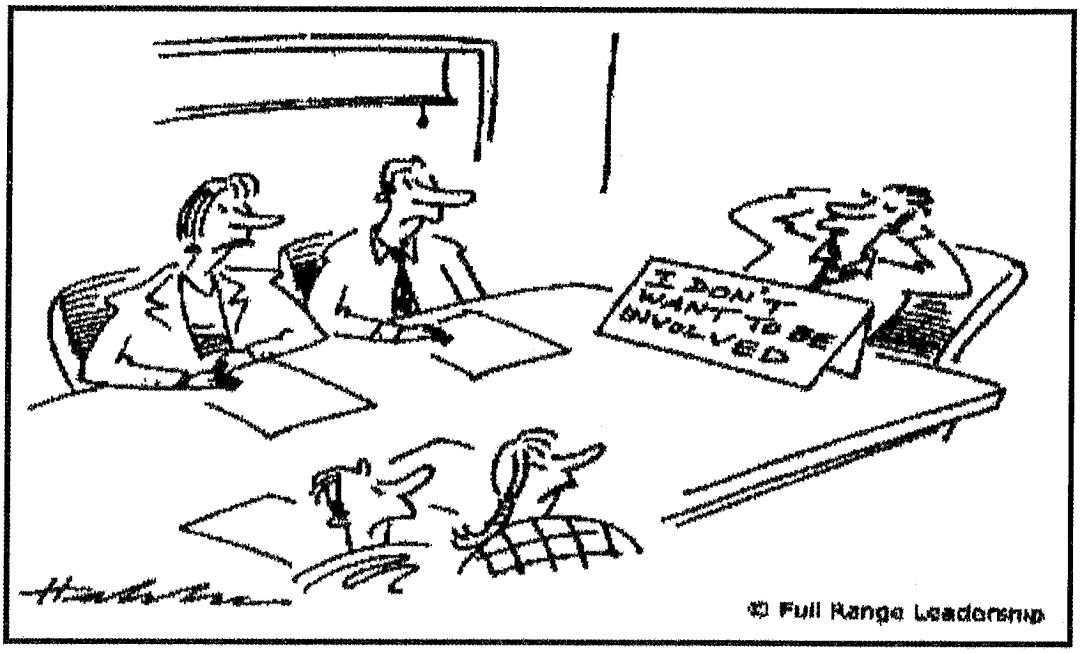
5.2 Suggest ways in which a business can comply with the requirements of the Skills Development Act (SDA), 1998 (Act 97 of 1998). (6)

[16]

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BUSINESS VENTURES

5.3



5.3.1 Identify the leadership style being depicted in the cartoon. (2)

5.3.2 Suggest THREE reasons why employees may prefer the leadership style referred to in QUESTION 5.3.1. (6)

5.4 Distinguish between management and leadership. (8)
[16]

BUSINESS ROLES

5.5 List FOUR economic rights in the workplace. (4)

5.6 Identify the King Code principle illustrated in EACH statement below.

5.6.1 Pinkie Traders is not being susceptible to undue influence. (2)

5.6.2 The Directors of Dlamini LTD ensures good care of the assets, investments and interests of the stakeholders. (2)

5.7 Explain how businesses should address environmental issues to maintain sustainability. (8)
[16]

BUSINESS OPERATIONS

5.8 State the benefits of implementing a good quality control system in a business. (6)

5.9 Evaluate the impact of fringe benefits on businesses. (6)
[12]

[60]

TOTAL SECTION B: 180

SECTION C

Answer ANY TWO questions.

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

QUESTION 6: BUSINESS ENVIRONMENT (LEGISLATION)

Many workers are injured or diseased by the kind of work that they do. Workplaces have many hazards and this poses a serious threat to the lives and safety of workers. Workplaces are also exposed to the silent killers that are seldom spoken about such as asbestosis, tuberculosis and lung cancer to mention a few. Other injuries and disease include noise - induced hearing loss, loss of eyesight, limbs, fingers etc. The main legislation covering most of the diseases and injuries is the Compensation for Occupational Injuries and Diseases Amendment Act (COIDA),1997 (Act 61 of 1997)

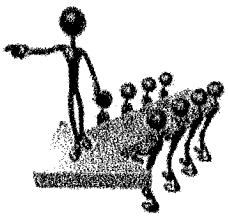
With reference to the above statement:

- Describe the nature of COIDA.
- Discuss the rights of employees as outlined in the act.
- State the type of employees who are not eligible to claim from COIDA.
- Evaluate the impact of this act on both employers and employees.
- Suggest ways in which businesses can comply with COIDA.

(40)

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QUESTION 7: BUSINESS VENTURES



DO YOU HAVE AN EAR FOR LEADERSHIP?

Dynamic leadership and sound management play a pivotal role in the sucesss of a business enterprise.

With reference to the above statement:

- Distinguish between followers and leaders.
- Discuss the role of personal attitude in successful leadership.
- Evaluate the bureaucratic and transactional leadership styles.
- Explain the situational and transformational management and leadership theories.
- Describe a situation in which these two theories may be applied in the workplace. **[40]**

QUESTION 8: BUSINESS ROLES

Conflict is a normal and natural part of our workplace. It is not easy to get a group of diverse individuals with different cultural rights to work as a team. Managers must understand that shifting from individual work to teamwork is an emotional experience and workers must be motivated step by step to work as a team.

With reference to the above statement:

- Describe TWO possible causes of conflict within the team.
- Discuss the benefits of diversity in the workplace.
- Explain how businesses may promote cultural rights in the workplace.
- Suggest ways in which businesses can deal with difficult people.
- Recommend criteria that team members may apply to assess their team's success. **[40]**

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QUESTION 9

BUSINESS OPERATIONS



The Financial Manager of Rainbow Construction resigned. You as the Human Resources manager were informed that the vacancy must be filled as soon as possible.

- Explain the purpose of interviewing and your role as an interviewer.
- Discuss the legalities of the employment contract that both Rainbow Construction and new financial manager should sign.
- Suggest aspects that should be included in an induction programme.
- Propose the placement procedure that you should consider when placing the new financial manager.
- Discuss the positive impact of the Skills Development Act (SDA), 1998 (Act 97 of 1998) on the human resources function.

[40]

GRAND TOTAL: 300

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Education

KwaZulu-Natal Department of Education
REPUBLIC OF SOUTH AFRICA

BUSINESS STUDIES

MEMORANDUM

COMMON TEST

JUNE 2017

NATIONAL SENIOR CERTIFICATE

GRADE 12

Marks: 300

Time: 3 hours

This memorandum consists of 42 pages.

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NOTES TO MARKERS

PREAMBLE

The notes to markers are provided for quality assurance purposes 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 learning

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

Marker	Red
Senior Marker	Green
Deputy Chief Marker	Brown
Chief Marker	Pink
Internal Moderator	Orange
DBE Moderator	Turquoise

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

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

   - Uses a different expression from that which appears in the memorandum
   - Comes from another source
   - 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 purposes.

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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 memo. Only the total for each answer 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. Incorrect numbering of answers to questions or sub questions in Sections A and B will be severely penalised. Therefore, correct numbering is strongly recommended in all sections.

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

11. Note that no marks will be awarded for indicating Yes/No in evaluation type questions requiring substantiation or motivation. (Applicable to SECTIONS B and C.)

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

    12.1 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.'* ✓

    12.2 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: The above could apply to 'analyse' as well.

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

    Cognitive verbs, *such as*:

    13.1 Advise, devise, name, state, mention, 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.

    13.2 Describe, explain, discuss, elaborate, justify, 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.

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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 or use the word 'MAX'.

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

    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 finalise alternative answers.

    14.4 **Use of 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 memorandum)
    - Explanation 1 mark
      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 memorandum.

    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 essays is as follows:

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

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15.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, body, proper paragraphs and a conclusion?	**2**
Analysis and interpretation	Learners' ability to break down the question/interpret it correctly to show understanding of what is being asked.	**2**
Synthesis	Are there relevant decisions/facts/responses made based on the questions? Marks to be allocated using this guide: No relevant facts: 0 (Two '-S') Some relevant facts: 1 (One '-S') Only relevant facts: 2 (Zero '-S') NB: If there are no '-S' award the maximum of TWO (2) marks.	**2**
Originality	Examples, recency of information, current trends and developments.	**2**
	TOTAL FOR INSIGHT: TOTAL **MARKS FOR FACTS: TOTAL** **MARKS FOR ESSAY (8 + 32)**	**8** **32** **40**

NOTE:

1. No marks will be awarded for contents repeated from the introduction and conclusion.
2. The candidate forfeits marks for layout if the words INTRODUCTION and CONCLUSION are not stated.
3. No marks will be allocated for layout, if the headings INTRODUCTION and CONCLUSION are not supported by an explanation.

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 SUB MAX/MAX mark in a subsection has been attained. Write 'SUB MAX'/'MAX' after maximum marks have been obtained.

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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 use 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 memorandum.

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.

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SECTION A (COMPULSORY)

QUESTION 1

1.1

1.1.1 C ✓✓

1.1.2 D ✓✓

1.1.3 A ✓✓

1.1.4 A ✓✓

1.1.5 B ✓✓

1.1.6 D ✓✓

1.1.7 C ✓✓

1.1.8 B ✓✓

1.1.9 B ✓✓

1.1.10 B ✓✓ (10 x 2) **(20)**

1.2

1.2.1 A ✓✓

1.2.2 D ✓✓

1.2.3 G ✓✓

1.2.4 E ✓✓

1.2.5 C ✓✓ (5 x 2) **(10)**

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1.3

1.3.1 Triple Bottom Line ✓✓

1.3.2 Threats ✓✓

1.3.3 Storming ✓✓

1.3.4 Primary ✓✓

1.3.5 Walk-ins ✓✓ (5 x 2) **(10)**

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	20
1.2	10
1.3	10
TOTAL	40

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SECTION B

QUESTION 2

2.1

2.1.1 Threat of substitutes ✓✓

2.1.2 Power of buyers ✓✓

2.1.3 Rivalry amongst business within the same industry / competitive rivalry ✓✓

2.1.4 New entrant to an industry ✓✓

2.1.5 Bargaining power of supplier / power of supplier ✓✓ **(10)**

2.2 Fronting is generally regarded as the superficial inclusion of black people ✓ in order to have the advantages of high BEE rating of where non-empowered companies win contracts by faking its BEE credential. ✓
Verification agencies promoted misrepresentation ✓ by issuing B-BBEE that do not give a true reflection of the transformation status in companies. ✓ **(4)**

2.3 **Implications of BBBEE pillars on businesses**

2.3.1 **Ownership**

- Businesses should include black people ✓ in shareholding/partnerships/franchises. ✓
- Exempted microenterprises (EMEs) with a black ownership of 50% or more ✓ have a better BEE rating/score. ✓
- More opportunities are created for black people ✓ to become owners/entrepreneurs. ✓
- Businesses sometimes find it difficult ✓ to attract suitable black partners/shareholders. ✓
- Many black people cannot afford shares/contributions ✓ to partnerships. ✓

Any other relevant answer related to the implication of ownership as a BBBEE pillar on businesses. Sub max (4)

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2.3.2 **Management**

- Appointing black people ✓ in senior executive positions/ management. ✓
- Ensuring black female ✓ representation in management. ✓
- When businesses sell 25% of their shares to black investors to become directors, ✓ the business will score points in both management and ownership. ✓
- Due to a shortage of skilled black managers/directors, ✓ some businesses may find it difficult to make appointments. ✓

Any other relevant answer related to the implication of management as a BBBEE pillar of businesses. Sub max (4)
Max 8

2.4

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

Any other relevant answer related to the introduction of Broad-Based Black Economic Empowerment (BBBEE). **Max (6)**

2.5 **Practical ways on how businesses can comply with EEA**

- Promote/Provide equal opportunities in the workplace. ✓✓
- Compile employment equity plans that indicate how they will implement affirmative action. ✓✓
- Ensure that affirmative action measures promote diversity in the workplace. ✓✓
- Assign a manager to ensure that the employment equity plan will be implemented/regularly monitored. ✓✓
- Display a summary of the Act where employees can clearly see it/have access to it. ✓✓
- Report to the Department of Labour on the progress in the implementation of the equity plan. ✓✓
- Conduct medical/psychological tests fairly to employees/when deemed necessary. ✓✓

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- Equal pay for work of equal value. ✓✓
- Ensure that the workplace represents the demographics of the country at all levels. ✓✓
- Appointment process should be clearly defined to inform all parties. ✓✓
- Restructure/Analyse current employment policies/practices/procedures to accommodate designated groups. ✓✓
- Retrain/Develop/Train designated groups through skills development programmes. ✓✓

Any other relevant answer related to practical ways on how businesses can comply with the EEA. **Max (4)**

2.6 **Actions regarded as discriminatory by the EEA**

- Not employing a young woman because she will want to have children. ✓✓
- Refusing to employ a person because he/she has strong religious beliefs/has a disability. ✓✓
- Doing HIV testing unless justified by the Labour Court. ✓✓
- Denying people access to the workforce based on gender/race/ culture/etc. and treating them unfairly. ✓✓

Any other relevant actions that can be regarded as discriminatory by EEA.

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

2.7 **Impact of EEA on businesses**

Positives

- Promotes equal opportunities ✓ and fair treatment in employment. ✓
- Encourages consultation ✓ between employer and employees. ✓
- Motivates employees ✓ because the workforce is more diverse/representative/inclusive. ✓
- Prevents unfair discrimination ✓ as it ensures that the workforce represents the demographics of the country/promotes diversity in the workplace. ✓
- Creates a framework ✓ of acceptable employment practices/affirmative action measures. ✓
- Promotes the implementation of affirmative action ✓ to address the imbalances of the past. ✓

Any other relevant answer related to the positive impact of EEA on businesses.

AND/OR

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Negatives

- Increased administration burden, ✓ as businesses must compile/submit employment equity reports every two years. ✓
- Expensive to train/employ someone ✓ who knows little about the Act. ✓
- Other groups may not respect the knowledge/skills/experience of an EE appointment ✓ and may lead to conflict. ✓
- Fines/Penalties for non-compliant businesses ✓ may be expensive for the business. ✓
- Employers have to appoint one or more senior managers to ensure the implementation of the plan, ✓ which increases salary expenditure. ✓
- Businesses must submit a compliance certificate ✓ before they can conduct business with state businesses. ✓
- Businesses are sometimes pressurised to appoint an unsuitable EE person ✓ to meet EE requirements. ✓
- Often positions go unfilled ✓ because there are no suitable EE candidates. ✓

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

2.8 **Differences between National Skills Development Strategy and Human Resources Development Strategy**

National Skills Development Strategy	Human Resources Development Strategy
• Encourages good quality training in the workplace ✓ to ensure on-going development of skills. ✓	• Addresses skills shortages ✓ in the South African work force. ✓
• Provides for the participation of the government, ✓ organised business and labour. ✓	• Aims at achieving faster economic growth/higher employment levels ✓ and reduced levels of poverty. ✓
• Improves social development ✓ through economic development. ✓	• Promotes social development/social justice ✓ and helps to alleviate poverty. ✓
• Indicates how Sector Education and Training Authorities (SETAs), ✓ should use the money allocated from the Skills Development Levy. ✓	• Develops short term ✓ and long term workforce skills. ✓
• Increase/Improve access ✓ to training programmes. ✓	• Improves ✓ the supply of skills. ✓
• Builds/Provides ✓ career/vocational guidance/training centres. ✓	• Increases employee participation ✓ in lifelong learning. ✓
• Any other relevant answer related to the National Skills Development Strategy.	• Any other relevant answer related to Human Resources Development Strategy.
Sub Max (4)	Sub Max (4)

NOTE: The answers don't have to be in tabular format but differences must be clear. **Max 8**

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2.9 **Strategic Management Process**

Option 1

- Have a clear vision, a mission statement ✓ and measurable/realistic objectives in place. ✓
- Identify opportunities/weaknesses/strengths/threats ✓ by conducting environmental scanning/situational analysis. ✓
- Tools available for environmental scanning ✓ may include a SWOT/ PESTLE/Porters Five Forces Model. ✓
- Formulate alternative strategies ✓ to respond to the challenges. ✓
- Develop an action plan(s), ✓ including the tasks to be done/deadlines to be met/resources to be procured ✓ etc.
- Implement selected strategies ✓ by communicating it to all stakeholders/ organising the business's resources/motivating staff. ✓
- Continuously evaluate, ✓ monitor, ✓ measure strategies, ✓ in order to take corrective action. ✓

  Any other relevant answer related to a description of the strategic management process.

Option 2

- Review ✓ vision statement. ✓
- Analyse/Re-examine ✓ mission statement. ✓
- Conduct an analysis ✓ using models such as SWOT/PESTLE/Porter's Five Forces. ✓
- Formulate a strategy, ✓ such as a defensive/retrenchment strategy. ✓
- Implement a strategy, ✓ using a template such as an action plan. ✓
- Control/Evaluate/Monitor the implemented strategy ✓ to identify gaps/ deviations in implementation. ✓
- Take corrective action ✓ to ensure goals/objectives are met. ✓

  Any other relevant answer related to a description of the strategic management process.

NOTE: The steps may be in any order. **Max 8**

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	10
2.2.1	4
2.3.1	4
2.3.2	4
2.4	6
2.5	4
2.6	6
2.7	6
2.8	8
2.9	8
TOTAL	**60**

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QUESTION 3: BUSINESS VENTURES

3.1

3.1.1 Delphi technique ✓✓

3.1.2 SCAMPER ✓✓

3.1.3 Forced combination ✓✓

3.1.4 Empty chair technique ✓✓

3.1.5 Nominal group technique ✓✓ **(10)**

3.2

3.2.1 **Corporate social investment**

- Refer to any project undertaken by an organisation which is over and above normal business activities of the company and not directly aimed at increasing profitability. ✓✓
- Programmes that will benefit the community and/or the environment, into which time, skills, expertise and money are invested. ✓✓

  Any other relevant answer related to corporate social investment. Sub Max (2)

Corporate social responsibility

- Refers to any strategy used by a business to take responsibility for their impact on society and the environment. ✓✓
- It is not a single action but rather an approach to doing business that guides all decision making in the firm. ✓✓
- It is the way in which companies manage their business operations so that it does not negatively affect all stakeholders. ✓✓

  Any other relevant answer related to corporate social responsibility. Sub Max (2)

Max (4)

3.2.2

- Supports the training of future maths and science teachers. ✓
- Offers weekly sessions on campus to selected learners to increase their ability in physical science. ✓
- Offers bursaries ✓
- Contributes to skills development. ✓ **Max (4)**

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3.2.3 **Recommendations on advancing the wellbeing of communities.**

- SANRAL should improve the general quality of life of the workforce, their families and the community, e.g. pay fair wages/ develop skills in the community/ invest in education etc. ✓✓
- Ensure that the product they supply do not harm consumers. ✓✓
- Refrain from engaging in illegal or harmful practices such as employing children under the legal age/selling illegal substances, etc. ✓✓
- Start a nutritional programme so that employees can enjoy one meal per day to keep them in a healthy condition. ✓✓
- Make ethically correct business decisions, e.g. not engage in unfair/misleading advertising etc. ✓✓
- Sponsor housing/Offer free accommodation for their employees. ✓✓
- Give time to staff to get involved in projects they choose/ allow staff to use some of the working hours to participate in the projects of their choice. ✓✓
- Participate in community projects involving HIV/AIDS, education, counselling and other useful causes. ✓✓
- Donate money to a community project/run a project to uplift the community. ✓✓
- Encourage people to stay fit and healthy by getting them involved in health activities to minimise substance abuse. ✓✓
- Provide transport for their employees who work unusually long hours. ✓✓

Any other relevant recommendations related to ways in which SANRAL can contribute time and efforts to advance the wellbeing of others. **Max (8)**

3.3 **Procedure for dealing with grievances in the workplace**

- An aggrieved employee must verbally report the incident/grievance to his/her supervisor/manager, ✓ who needs to resolve the issue within 3 to 5 working days. ✓
- Should the employee and supervisor not be able to resolve the grievance, ✓ the employee may take it to the next level of management. ✓
- The employee may move to a more formal process ✓ where the grievance must be lodged in writing/completes a business grievance form. ✓
- He/She must receive a written reply✓ in response to the written grievance. ✓
- A grievance hearing/meeting✓ must be held with all relevant parties present. ✓
- Minutes of the meeting must be recorded✓ and any resolution passed must be recorded on the formal grievance form. ✓

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- Should the employee not be satisfied, ✓ then he/she could refer the matter to the highest level of management. ✓
- Top management should arrange a meeting✓ with all relevant parties concerned. ✓
- Minutes of this meeting should be filed/recorded✓ and the outcome/ decision must be recorded on the formal grievance form. ✓
- Should the employee still not be satisfied, he/she may refer the matter to the CCMA✓ who will make a final decision on the matter. ✓

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

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

3.4 **Differences between ethics and professionalism**

ETHICS	PROFESSIONALISM
- Conforms to a set of values✓ that are morally acceptable. ✓	- Set of standards✓ of expected behaviour. ✓
- Applying a code of conduct✓ set by a profession or business. ✓	- Forms part of a Code of Conduct✓ to guide employees to act professionally. ✓
- Focuses on upholding the reputation✓ of a business/profession. ✓	- Focuses on developing a moral compass✓ to use in decision making. ✓
- Involves following the principles of right or wrong✓ in business activities/practices/dealings. ✓	- Includes guidelines✓ on employees' appearance/communication/attitude/ responsibility, etc. ✓
Any other relevant answer related to ethics in a business enterprise.	Any other relevant answer related to professionalism in a business enterprise.
Sub max (4)	Sub max (4)

NOTE: 1. The comparison must be clear.
2. Examples must demonstrate the differences between ethics and professionalism. **Max (8)**

3.5 **Professional, ethical and effective business practices**

- Businesses should treat✓ all employees equally. ✓
- 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 and during public holidays. ✓
- Engage in environmental awareness✓ programmes✓/Refrain from polluting the environment, ✓ e.g. by not disposing or dumping toxic waste illegally. ✓

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- Refrain from starting a venture✓ using other businesses' ideas that are protected by law. ✓
- Business decisions and actions must be clear/transparent✓ to all stakeholders. ✓
- Businesses should be accountable/responsible✓ for their decisions and actions. ✓

Any other relevant answer related to how professional, ethical and effective business practices should be conducted.

Max (10)

3.6 **Creative thinking**

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

Any other relevant recommendations related to ways in which businesses can promote creative thinking in the workplace.

NOTE: The emphasis is on 'ways', not necessarily advantages. **Max (8)**

[60]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	10
3.2.1	4
3.2.2	4
3.2.3	8
3.3	8
3.4	8
3.5	10
3.6	8
TOTAL	**60**

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QUESTION 4: BUSINESS ROLES

4.1

4.1.1 Public relations ✓✓

4.1.2 Administrative function ✓✓

4.1.3 Financial function ✓✓

4.1.4 Human resource function ✓✓ **(8)**

4.2

4.2.1 External recruitment ✓

Motivation

- The business has advertised the vacancy on social media and newspapers. ✓✓ (3)

4.2.2 **Positives/Advantages of external recruitment**

- New candidates bring new talents/ideas/insight/experience ✓ that will benefit the business. ✓
- There are more candidates ✓ to choose from. ✓
- Changes are better of finding suitable candidates ✓ with the right skills/qualifications/competencies. ✓
- Prevents unhappiness/conflict ✓ between existing employees who have applied for the post. ✓
- Recruitment agencies may also be used/paid to find candidates ✓ which saves time/costs. ✓
- Businesses are able to achieve their equity plan ✓ by recruiting according to equity targets set. ✓

Any other relevant answer related to the positives/advantages of external recruitment.

AND/OR

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Negatives/Disadvantages of external recruitment

- External sources may be expensive, ✓ e.g. recruitment agencies' fees/publishing costs of advertisements in newspapers/magazines. ✓
- Selection process may not be effective ✓ resulting in an incompetent candidate being chosen. ✓
- Information on CVs/references ✓ may not be reliable. ✓
- Recruitment process takes longer/is more expensive ✓ as background checks must be conducted. ✓
- New candidates generally take longer ✓ to adjust to a new work environment. ✓
- In-service training may be needed ✓ which decreases productivity during the time of training. ✓
- Many unsuitable applications ✓ can slow down the selection process. ✓

Any other relevant answer related to the negatives/ disadvantages of external recruitment. **Max (10)**

4.2.3 Internal recruitment ✓ (1)

4.3 **Selection process**

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

Any other relevant answer related to the selection process when appointing new employees.

NOTE: Procedure can be in any order. **Max (8)**

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4.4 **Distinction between quality performance and quality management**

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

NOTE: 1. The answer does not have to be in tabular format.
2. The distinction must be clear. **Max (4)**

4.5 **Quality indicators of the marketing function**

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

Any other relevant answer related to quality indicators of the marketing function.

Max (4)

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4.6 **Reduction of cost of quality through TQM**

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

Any other relevant answer related to ways in which business can reduce the cost of quality through TQM. **Max (6)**

4.7

4.7.1 **Continuous skills development/Education and training**

- A skills audit should be conducted✓ to determine the qualifications and competence of staff that can influence the quality of products/ processes. ✓
- Workers who lack skills✓ should be trained in line with their job descriptions. ✓
- Regular evaluation of training material✓ improves the effectiveness of the training. ✓
- Suitable induction programmes✓ promoting quality should be implemented. ✓
- Quality guidelines for managers✓ should be used to monitor continuous skills development. ✓

Any other relevant answer related to continuous skills development/ education and training. **Max (6)**

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4.7.2 **Continuous improvement to systems and processes**

- Processes and systems are the flow of activities implemented✓ to create or deliver products and services to customers. ✓
- Businesses that have quality processes and systems in place✓ will produce good quality products and can provide excellent customer services. ✓
- It should be easy for customers to understand processes✓ so that they do not waste their time with long and complicated procedures. ✓
- Employees need to understand✓ the operating system and the service delivery system. ✓
- Identify problem areas of the business✓ to be able to devise relevant solutions thereof. ✓
- Encourage team work✓ by introducing the idea of corporate culture change. ✓
- Give detailed and specific instructions✓ on improvement strategies. ✓
- Encourage team work✓ and delegate responsibilities. ✓

Any other relevant answer related to continuous improvement to systems and processes. **Max (6)**

[60]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	8
4.2.1	3
4.2.2	10
4.2.3	1
4.3	8
4.4	4
4.5	8
4.6	6
4.7.1	6
4.7.2	6
TOTAL	**60**

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QUESTION 5: MISCELLANEOUS

5.1 BUSINESS ENVIRONMENT

5.1.1 Conglomerate diversification ✓✓

5.1.2 Horizontal integration ✓✓

5.1.3 Product development ✓✓

5.1.4 Divestiture ✓✓

5.1.5 Backward vertical integration ✓✓ (5 x 2) **(10)**

5.2 Ways to comply with Skills Development Act (SDA)

- Businesses should register with SARS. ✓✓
- Skills development levy must be paid. ✓✓
- Register employees with SARS to be able to claim back after training. ✓✓
- Businesses with more than 50 employees must appoint a skills development facilitator. ✓✓
- Assess the skills of the employees to determine areas in which skills development are needed. ✓✓
- Encourage employees to participate in learnerships and other training programmes. ✓✓
- Provide all employees with the opportunity to improve their skills. ✓✓
- Businesses should register with the relevant SETA's. ✓✓

Any other relevant answer related to the ways in which businesses may comply with the SDA. **Max (6)**

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5.3 BUSINESS VENTURES

5.3.1 laissez-faire / free reign ✓✓ (2)

5.3.2 **Reasons why employees prefer a laissez-faire/free-reign leadership style**

- Workers/Followers are allowed to make their own decisions. ✓✓
- Subordinates have maximum freedom and can work independently. ✓✓
- Leader motivates workers by trusting them to do things themselves/on their own. ✓✓
- Authority is delegated, which can motivate workers and increase productivity. ✓✓
- Subordinates are experts and know what they want/can take responsibility for their actions. ✓✓
- Suitable for coaching/mentoring to motivate employees to achieve more/better things. ✓✓
- Empowers competent followers as they are completely trusted to do their job. ✓✓
- Individual team members may improve/develop leadership skills. ✓✓

Any other relevant answer related to a positive evaluation of a laissez-faire/free-reign leadership style. **Max (6)**

NOTE: 1. Mark the first THREE (3) only.

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5.4 Distinction between management and leadership

MANAGEMENT	LEADERSHIP
Demands respect✓, authority and wants to control. ✓	Invites and motivates ✓freedom of speech and inspires trust. ✓
Gives orders/instructions to the sub-ordinates. ✓	Seeks to empower/facilitates✓ employees. ✓
Thinks that they know all✓ the answers. ✓	Asks the right questions✓ to get to the right answers. ✓
Focuses✓ on the task. ✓	Focuses✓ on individuals/groups. ✓
Focuses on the implementation✓ of policies. ✓	Focuses on motivating workers to ✓ help with the implementation processes. ✓
Follows/Implements ✓the vision of the enterprise. ✓	Provides a vision✓ for the enterprise ✓
Minimises ✓and controls risk. ✓	Always on the lookout✓ for business opportunities. ✓
Ensures that profit targets✓ are met. ✓	Strategies ✓ to increase profitability. ✓
Administer ✓ to delegate✓	Innovate ✓ to bring about change✓
Have a short-term ✓view ✓	Have a long-term ✓view ✓
Monitor✓ people ✓	Inspire ✓ people ✓
Implement ✓plans ✓	Develop ✓ goals ✓
Maintain ✓and monitor ✓	Challenge staff ✓and managers ✓
Asks questions which include✓ : when, how, where and who ✓/ more details✓ are required✓	Asks why ✓a task is done ✓/ fewer details ✓are required ✓
Sub Max (4)	Sub Max (4)

Any other relevant distinction between management and leadership.
Note: The distinction need not be in tabular form as long as the distinction is clear. **Max (8)**

BUSINESS ROLES

5.5 **Economic rights of employees**

- Free from forced labour. ✓
- Free to accept or choose work. ✓
- Fair wages/Equal pay. ✓
- Reasonable limitation of working hours. ✓
- Safe and healthy working conditions. ✓
- Join/form trade unions. ✓
- Right to participate in a legal strike. ✓

Any other relevant answer related to the economic rights of employees.

NOTE: **1. Mark the first FOUR (3) only.**
2. Do not allocate marks for human and/or social rights. Any (4 x 1) **(4)**

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5.6

5.6.1 Independence ✓✓ **(2)**

5.6.2 Responsibility ✓✓ **(2)**

5.7 **Addressing environmental issues**

- Comply with laws and regulations put in place by SA government ✓such as National Environmental Management Act, Environment Conservation Act and other strategies. ✓
- Promote environmental sustainability✓ through minimising pollution. ✓
- Use alternative sources of energy✓ with minimum impact on the environment. ✓
- Take an active role in environmental sustainability initiatives✓ organised by government or communities, e.g. by funding those initiatives. ✓
- Reduce input and increase output ✓to save natural resources✓
- Use recyclable packaging✓ to avoid unnecessary waste and thus save the natural resources. ✓

Any relevant answer related to how South African businesses should address environmental issues. **Max (8)**

BUSINESS OPERATIONS

5.8 **Advantages/benefits of a good quality management system**

- Effective customer services will be rendered, resulting in increased customer satisfaction. ✓✓
- Time and resources are used efficiently. ✓✓
- Productivity increase through proper time management and using high quality resources. ✓✓
- Products and services are constantly improved. ✓✓
- Vision and mission/Business goals may be achieved. ✓✓
- The business may achieve a competitive advantage over its competitors. ✓✓
- Continuous training will continuously improve the quality of employees' skills and knowledge. ✓✓
- Employers and employees will have a healthy working relationship which generally results in happy workers. ✓✓
- Increased market share/profitability may result in business growth/expansion. ✓✓

Any other relevant answer related to the advantages of a good quality control system. **Max (6)**

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5.9 **Impact of fringe benefits**

Positives/advantages

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

AND/OR

Negatives/disadvantages

- Fringe benefits are additional costs for businesses, ✓ which may result in cash flow problems. ✓
- Administrative costs increase ✓as payments need to be correctly allocated and recorded for tax purposes. ✓
- Decreases business profits, ✓ as remuneration costs are increasing. ✓
- It may create conflict/lead to corruption ✓ if allocated unfairly. ✓
- Workers only stay with the business because of fringe benefits, ✓ and may not be committed to their tasks/loyal to the business. ✓
  Any other relevant negative aspect related to fringe benefits. **Max (6)**

[60]

BREAKDOWN OF MARKS

QUESTION 5	MARKS
5.1	10
5.2	6
5.3.1	2
5.3.2	6
5.4	8
5.5	4
5.6.1	2
5.6.2	2
5.7	8
5.8	6
5.9	6
TOTAL	**60**

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SECTION C

QUESTION 6: BUSINESS ENVIRONMENTS (LEGISLATION)

6.1 Introduction

- COIDA was introduced to protect the health and safety of employees in the workplace. ✓
- COIDA provides guidelines for the compensation of employees who are disabled because of injuries sustained/diseases contracted at work. ✓
- It also provides for compensation if a worker dies due to a work-related injury/disease. ✓
- Injuries and diseases for which claims can be made are specified in the Act. ✓
  Any other relevant introduction related to COIDA. **Max (2)**

6.2 Nature of COIDA

- COIDA applies to all casual and full-time workers who become ill/injured/disabled/killed ✓ due to a workplace accident/disease. ✓
- It excludes workers✓ who are guilty of wilful misconduct/workers working outside South Africa for at least twelve months/members of the SA Defence Force/Police services. ✓
- It provides for the establishment of a Compensation Board ✓ whose function is to advise the Minister of Labour on the application/provisions of COIDA. ✓
- Medical expenses/Other types of compensation are paid to employees and/or their families ✓ depending on the type/severity of the injuries. ✓
- Employers have to pay a monthly amount to the Compensation Fund. ✓ depending on the number of employees/the level of risk they are exposed to. ✓
  Any other relevant answer related to the nature of COIDA. **Max (10)**

6.3 Rights of employees outlined in COIDA

- Ensure they are not injured ✓ as a result of serious/wilful misconduct. ✓
- Notify the employer of the accident ✓ as soon as possible. ✓
- Comply with the necessary medical assessment ✓ to assess the nature of the injury/disease. ✓
- May claim for compensation, ✓ if he/she is partially/permanently disabled. ✓
- Employees' dependants have a right to claim ✓ when the employee dies as a result of injuries at work. ✓
  Any other relevant answer related to the rights of employees outlined in COIDA. **Max (8)**

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6.4 The COIDA does not apply to ...

- A person employed by the state to perform military service; ✓✓
- A member of the permanent force; ✓✓
- A member of the South African Police Force; ✓✓
- A person who contracts for the carrying out of work and himself engages other people to perform such work; ✓✓
- A domestic servant in a private household. ✓✓

Max (6)

6.5 The impact of COIDA on businesses

Positives/Advantages

Employers

- Promotes safety ✓ in the workplace. ✓
- Creates a framework ✓ for acceptable employment practices/safety regulations. ✓
- Supply administrative guidelines/mechanisms ✓ for dealing with/processing claims. ✓
- Eliminates time and costs spent ✓ on lengthy civil court proceedings. ✓
- Covers all employees at the workplace ✓ if both parties meet all the necessary safety provisions in the Act. ✓
- Employers are protected from financial burden should an accident occur in the workplace ✓ provided that the employer was not negligent. ✓
- The processes ✓ are relatively simple. ✓
- Makes businesses more socially responsible ✓ as they cannot just employ workers at random in dangerous working conditions. ✓

AND OR

Employees

- Employees are compensated financially for any injury/disability ✓ resulting from performing their duties at their workplace. ✓
- In the event of the death of an employee as a result of a work-related accident/ disease, ✓ his/her dependant(s) will receive financial support. ✓
- Employees do not have to contribute ✓ towards this fund. ✓
- Employees receive medical assistance ✓ provided there is no other party involved. ✓
- Any compensation to an employee/the family ✓ is exempt from income tax. ✓
- Employees are treated with dignity/respect ✓ as businesses view them as valuable assets and not just as employees. ✓

  Any other relevant answer related to the advantages/positives of COIDA.

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AND/OR

Negatives/Disadvantages

Employers

- Claiming processes/procedures ✓ can be time consuming. ✓
- Processes/Procedures required by this Act may be costly ✓ as paperwork places an extra administrative burden on businesses. ✓
- Employers have to register all their workers/make annual contributions to COIDA, ✓ which may result in cash flow problems. ✓
- Employers may be forced to pay heavy penalties ✓ if they are found guilty of negligence/not enforcing safety measures. ✓

AND OR

Employees

- Employees who are temporarily/permanently employed in foreign countries ✓ are not covered. ✓
- Domestic/Military employees ✓ are not covered. ✓

  Any other relevant answer related to the disadvantages/negatives of COIDA.

Max (12)

6.6 Recommendations on ways to comply with COIDA

- Businesses should provide a healthy/safe working environment. ✓✓
- They should register with the Compensation Commissioner and provide the particulars of the business. ✓✓
- Must keep records of employees' income and details of work for four years. ✓✓
- Obliged to report all incidents causing death/injury/illness of employees.✓✓
- Businesses should submit returns of earnings by no later than 1 March annually. ✓✓
- Levies must be paid to the Compensation Fund. ✓✓
- Ensure that the premises/equipment/machinery is in good working condition. ✓✓
- Should allow regular assessment of the workplace by inspectors in order to determine the level of risk their employees are exposed to. ✓✓
- Employers may not make deductions for COIDA from employees' remuneration packages. ✓✓
- Businesses must ensure that claims are lodged within twelve months of the date of the accident. ✓✓

  Any other relevant answer related to ways in which businesses have to comply with COIDA.

Max (10)

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6.7 Conclusion

- Good progress has been made as businesses are now more socially responsible in improving safety measures/working conditions/being responsible for workers and their dependents. ✓✓
- Workers in some industries are being compensated for contracting diseases such as tuberculosis, silicosis, ✓✓ etc.

Any other relevant conclusion related to COIDA.

Max (2)

[40]

BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	Max 32
Nature	10	
Rights	8	
Types of employees	6	
Impact	12	
Recommendations	10	
Conclusion	2	
INSIGHT		
Layout		2
Analysis, interpretation		2
Synthesis		2
Originality, examples		2
TOTAL MARKS		**40**

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

QUESTION 7: BUSINESS VENTURES (Management and Leadership)

7.1 **Introduction:**

- Today, many business persons are familiar with the different leadership and management theories that can be adopted in their business venture. ✓
- They will apply different theories and choose and adapt a style to suit their business. ✓
- Leaders have vision for their businesses. ✓
- Leaders encourage workers through motivation. ✓
- Leaders who take calculated risks are able to make use of profitable opportunities. ✓
- Managers are able to manage the business effectively. ✓

Any other relevant introduction related to leadership and management. **Max (2)**

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7.2 **Distinguish between followers and leaders**

FOLLOWERS	LEADERS
A follower is only responsible for getting his/her task ✓done ✓	A leader is responsible for the whole organisation✓ ,and not just one specific task✓
A follower has limited✓, structured goal to achieve. ✓	A leader is responsible for all the other team members✓, their individual goals as well as the larger goals. ✓
A follower is part of the entire organization✓, accountable for a particular goal. ✓	A leader has to maximize others potential and strength✓ to enhance the organisation. ✓
Followers turn to the leader for direction and advice✓ and how to function in a situation✓	A leader decides what has to be done✓, no matter how new or unpredictable or difficult a situation might be. ✓
A follower is only concerned with getting a task completed✓ and needs inspiration, usually by the leader. ✓	A leader must be able to inspire✓, earn respect and win the confidence of others. ✓
Followers usually wait around for things to happen✓ and wait for someone to suggest a change. ✓	Leaders put their ideas ✓into action. ✓
Ensures that profit targets✓ are met. ✓	Strategies to increase ✓profitability. ✓
Have a short-term ✓view ✓	Have a long-term ✓view ✓
Monitor✓ people ✓	Inspire✓ people ✓
Implement✓ plans ✓	Develop✓ goals ✓
Maintain ✓and monitor ✓	Challenge staff ✓and managers ✓
Ask when, how✓, where and who ✓	Ask ✓why ✓

Any other relevant distinction between followers and leaders

Note: Award 4 marks for each direct comparison. **Max (8)**

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

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

  Any other relevant answer related to the role of personal attitude in successful leadership. **Max (10)**

7.4

7.4.1 Bureaucratic Leadership

Positives

- Managers ensure that government policies/business rules/procedures✓ are always followed accurately. ✓
- Tight control measures implemented/followed✓ ensure high quality service delivery. ✓
- Ensures accountability✓ to the general public/community. ✓
- Improves health and safety in dangerous workplaces, ✓ e.g. mines, construction sites. ✓

  Any other relevant answer related to positives of a bureaucratic leadership style.

AND/OR

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Negatives

- Complicated/Involving/Official rules✓ may seem unnecessary/time consuming. ✓
- Leaders/Directors may acquire power✓ and can disregard/ignore inputs from others. ✓
- Very little room for error✓, so workers feel they are not treated as humans. ✓
- Lack of creativity/innovation/self-fulfilment✓ may lead to stagnation/ decrease in productivity. ✓

  Any other relevant answer related to negatives of a bureaucratic leadership style. Sub Max (8)

7.4.2 Transactional leadership style

Positives/Advantages

- Encourages employees to work hard✓ because they will receive rewards. ✓
- Improves employees' productivity✓ and morale. ✓
- The goals and objectives of the business can be achieved✓ as workers are motivated. ✓
- Employees know ✓ what is expected of them. ✓
- Disciplinary actions/procedures ✓ is well communicated. ✓

  Any other relevant answer related to the positives/advantages of the transactional leadership style.

AND/OR

Negatives/Disadvantages

- Employees can become bored✓ because they have to follow rules/ procedures/ there is no creativity in the workplace. ✓
- A transactional leader will have to monitor the work performance of employees/ ensure that expectations are met✓ which can be time-consuming. ✓
- Some employees may be demoralised/unmotivated, ✓ if they fail to reach/ meet targets despite having worked very hard. ✓
- Usually not suitable for team work, ✓ because all team members can be punished for poor performance caused by a member of a team. ✓

  Any other relevant answer related to the negatives/disadvantages of the transactional leadership style. Sub max (8)

Max (16)

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7.5 **Leadership theories:**

7.5.1 **Situational theory**

- Different leadership characteristics ✓ are needed for different situations. ✓
- The task/situation dictates the leadership style that should be applied, ✓ so leaders are adaptable/flexible/self-assured. ✓
- Relationships between leaders and employees ✓ are based on mutual trust/ respect/loyalty/ integrity/honesty. ✓
- Leaders have the ability to 'read' the situation ✓ and get the most suitable people in the right positions to complete tasks successfully. ✓
- It enables leaders to use different leadership styles ✓ to accomplish their goals. ✓
- Leaders analyse group members/objectives/time constraints, ✓ then adopt a suitable/relevant leadership style. ✓
- May lead to conflict ✓ when leaders use different leadership styles when managing employees in different situations. ✓
- Its success depends on the kind of relationship that exist ✓ between the leader and followers/subordinates/employees. ✓
  Any other relevant answer related to an explanation of the situational leadership theory.

Sub max (4)

7.5.2 **Transformational theory**

- The passion/vision/personality of leaders inspire followers ✓ to change their expectations/perceptions/motivations to work towards a common goal. ✓
- Strategic thinking leaders develop a long term vision for the organisation ✓ and sell it to subordinates/employees. ✓
- Leaders have the trust/respect/admiration ✓ of their followers/subordinates. ✓
- Leaders promote intellectual stimulation/creative thinking/problem solving ✓ which result in the growth/development/success of the business. ✓
- Followers are coached/mentored/emotionally supported ✓ so that they can share their ideas freely. ✓
- Leaders will encourage followers ✓ to explore/try new things/opportunities. ✓
- Leaders lead by example ✓ and make workers interested in their work. ✓
- Leaders have strong, charismatic personalities ✓ and are very good at motivating staff to achieve results. ✓
- Enable employees to take greater ownership for their work ✓ and to know their strengths and weaknesses. ✓
  Any other relevant answer related to an explanation of the transformational theory.

Sub max (4)
Max (8)

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7.6 **Application of theories**

7.6.1 **Situational theory**

- Application of the theory depends on the particular situation/ circumstance that prevails within the organisation. ✓✓
- Used when it matches the needs of followers, e.g. inexperienced employees/followers require a different form of leadership than more experienced employees/followers. ✓✓
- Applied to address a crisis/conflict in the workplace. ✓✓
  Any other relevant answer related to the application of the situational leadership theory in the workplace.

Sub max (2)

7.6.2 **Transformational Theory**

- May be applied when followers/employees have a low morale/are demotivated/ are underperforming. ✓✓
- Applied during the strategic planning process, where vision/mission/ objectives have to be developed/changed. ✓✓
- When a business is restructuring and exploring new ways of doing things. ✓✓
  Any other relevant answer related to the application of the transformational leadership theory in the workplace.

Sub max (2)
Max (4)

7.7 Conclusion

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

Max (2)
[40]

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BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	Max 32
Differences	8	
Role of personal attitude	10	
Leadership Styles	16	
Leadership theory	8	
Application	4	
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 requirement are not met at all.

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QUESTION 8

BUSINESS ROLES

8.1 Introduction

- Team work refers to a number of people collaborating/working together effectively in order to reach a common goal. ✓
- Each team member should contribute towards the success of the team. ✓
- Successful teams go through different stages of team development in order to become successful/effective. ✓
- The success of a business depends on the successful collaboration within a team to contribute to the objectives of the business. ✓
- Diversity in teams may lead to better ideas/solutions, but may also cause conflict. ✓
- Conflict is a result of differences in values and attitudes. ✓
- Effective conflict management may have a positive influence on team performance. ✓
- Poor conflict management may lead to team failure or the dissolution of a team. ✓

Any other relevant introduction to team work and conflict. Max (2)

8.2 Possible causes of conflict within a team

8.2.1 **Personal differences/Different personalities ✓✓**

- Conflict is inevitable when people from different backgrounds/cultures/ values races/gender ✓ work in the same environment. ✓
- When employees fail to understand or accept the differences in each other's personalities, ✓ problems arise in the workplace. ✓
- Humour and sarcasm may be perceived as insulting behaviour ✓ by employees of other cultures/backgrounds. ✓
- Different personality types within a group can cause conflicts✓ because some employees' may be introverts while others are extroverts resulting in different perceptions. ✓
- Different opinions ✓ may make it difficult to reach agreements. ✓

Any other relevant answer related to personal differences/different personalities as a possible cause of conflict.

Cause (2)
Discussion (2)
Submax (4)

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8.2.2 **Poor Communication ✓✓**

- Poor communication can lead to all types of misunderstanding ✓ and can become very destructive. ✓
- If employees or management decide to sidestep each other's opinions, ✓ team members may become unhappy.

Any other relevant answer related to poor communication as a possible cause of conflict.

Cause (2)
Discussion (2)
Sub max (4)

8.2.3 **Competition✓✓**

- Although competition may be a good motivator, ✓ it can become negative if the focus is on competition only, as team members may lose their team spirit. ✓
- Team members who always lose when competing, ✓ may feel incompetent/ demotivated and may not complete their tasks/reach deadlines. ✓
- Unhealthy workplace competition may spark conflict✓ as it demoralises employees who cannot always meet targets. ✓
- When salary is linked to employee productivity, ✓ a workplace may experience strong competition between employees. ✓

Any other relevant answer related to competition as a possible cause of conflict.

Cause (2)
Discussion (2)
Sub max (4)

8.2.4 **Poor organisation/leadership/administrative procedures and systems✓✓**

- Poor systems and procedures cause stress to workers✓ and makes them frustrated. ✓
- If there are not enough guidelines for team members, ✓ they will be unorganised/uncoordinated in their work. ✓

Any other relevant answer related to poor organisation/leadership/ administrative procedures and systems as a possible cause of conflict.

Cause (2)
Discussion (2)
Sub max (4)

8.2.5 **Workload and stress/Unrealistic expectation✓✓**

- When employees are overloaded with work, ✓ they become stressed/ feel unappreciated/burnt-out. ✓
- Some employees may depend on their colleagues✓ to help them to complete their work. ✓

Any other relevant answer related to workload and stress/unrealistic expectation as a possible cause of conflict.

Cause (2)
Discussion (2)
Sub max (4)

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8.2.6 **Confusion about scheduling and deadlines✓✓**

- Individual deadlines and the team schedules that are not clearly communicated/are not easily available✓ can cause confusion. ✓
- Employees working in a team may be available at different times/finding a suitable time when everyone is available, ✓ which can be a challenge in reaching deadlines. ✓

Any other relevant answer related to confusion about scheduling and deadlines as a possible cause of conflict.

Cause (2)
Discussion (2)
Sub max (4)

8.2.7 **Unclear responsibilities✓✓**

- Employees who are not clear about their responsibilities✓ are more likely to avoid and blame others for work not done. ✓
- They may not effectively perform✓ their task as expected. ✓

Any other relevant answer related to unclear responsibilities as a possible cause of conflict.

Cause (2)
Discussion (2)
Sub max (4)

8.2.8 **Distracted by personal objectives✓✓**

- Some employees may pursue their own personal objectives✓ and they will try to force their own desires onto the team. ✓
- They may lose focus of the task at hand✓ and distract others from performing their tasks effectively. ✓

Any other relevant answer related to being distracted by personal objectives as a possible cause of conflict.

Cause (2)
Discussion (2)
Sub max (4)

8.2.9 **Lack of/Insufficient resources✓✓**

- Limited resources may cause conflict, because employees may all✓ want to use the resources at the same time. ✓
- Team members may fight over the limited resources available✓ to accomplish their/the team's tasks. ✓

Any other relevant answer related to insufficient resources as a possible cause of conflict.

Cause (2)
Discussion (2)
Sub max (4)

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8.2.10 **Constant changes✓✓**

- Constant changes in a business may cause instability/lack of clarity✓ regarding the roles and responsibilities of each employee/team member. ✓
- Staff of businesses that continuously change, ✓ may experience 'change fatigue'. ✓
- People may have less patience✓ and fail to understand the reasons for change. ✓

  Any other relevant answer related to constant changes as a possible cause of conflict.

Cause (2)
Discussion (2)
Sub max (4)
Max (8)

Note: Mark the first TWO only

8.3 **Benefits of diversity in the workplace**

- Workforce diversity improves the ability of a business ✓ 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/motivation. ✓
- Employees demonstrate greater loyalty to the business ✓ 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 its 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 the business. ✓
- 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 and satisfy consumers. ✓
- Businesses with a diverse workforce are more likely to have a good public image ✓ and attract more customers. ✓

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

Max (10)

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8.4 **How to promote cultural rights in the workplace**

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

  Any other relevant answer related to ways on how to promote cultural rights in the workplace.

Max (10)

8.5 **Dealing with difficult people**

OPTION 1

- Get perspective from others who have experienced the same kind of situation to be able to understand the difficult employee. ✓✓
- 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 which is creating the problem. ✓✓
- Meet privately with difficult employees, so that there are no distractions from other employees/issues. ✓✓
- Make your intentions/reasons for your actions known, so that they will 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 employee and his/her progress should be monitored/assessed prior to the deadline. ✓✓
- Guidelines for improvement should be given. ✓✓
- Do not judge the employee, but try to understand him/her/Understand the person's intentions and why they react in a certain way. ✓✓
- Keep communication channels open and encourage employees to communicate their grievances to management. ✓✓
- Build rapport/sound relations by re-establishing personal connection with colleagues, instead of relying on e-mails/messaging/social media. ✓✓
- Help difficult employees to be realistic about the task at hand. ✓✓

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- 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 but monitor a difficult person. ✓✓
- Identify and provide an appropriate support program to address areas of weakness. ✓✓

Any other relevant answer related to dealing with difficult people.

AND/OR

OPTION 2 (PERSONALITIES)

Type of Personality	Strategy to deal with Personality
• Complainer ✓	• Listen to the complaints but do not acknowledge them. ✓ • Interrupt the situation and move to the problem-solving process as soon as possible. ✓
• Indecisive ✓	• Guide them through alternatives. ✓ • Stay in control and emphasize the importance of making a decision. ✓ • Help them make the decision or solve the problem. ✓
• Over agree ✓	• Be firm and do not let them make promises that they cannot keep. • Follow up on their actions. ✓
• Negativity ✓	• Be firm with them and do not let them draw you into their negativity. ✓ • Listen to them but do not agree with them. ✓
• Experts ✓	• Be firm and assertive. ✓ • Do not accuse them of being incorrect and do not get caught in their game. ✓ • Know your facts. ✓
• Quiet ✓	• Do not fill their silence with words. ✓ • Wait for their response. ✓ • Prompt them through the process so that they give input. ✓ • Restrict the time of their discussion. ✓
• Aggressive ✓	• Allow them time to speak and blow off. ✓ • Be firm, but do not attack them. ✓ • Do not allow them to be hostile towards others. ✓

Any other relevant answer related to dealing with difficult people.

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NOTES (applicable to OPTION 2):

1. **Allocate a maximum of THREE (3) marks for only identifying the type of personality without a strategy.**
2. **Allocate TWO (2) marks for indicating the strategy without identifying the type of the personality/Take particular note of overlap of strategies.** **Max (10)**

8.6 **Criteria for team's success**

- **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/objectives. ✓✓
- Team leader acknowledges/gives credit to members for positive contributions. ✓✓

Any other relevant answer related to interpersonal attitudes and behaviour of successful teams. Sub max (2)

- **Shared values/Mutual trust and support** ✓✓

- Shows loyalty/respect/trust towards team members despite differences. ✓✓
- Shows respect to the knowledge/skills of other members. ✓✓
- Perform team tasks with integrity/pursuing responsibility/meeting team deadlines with necessary commitment to team goals. ✓✓

Any other relevant answer related to shared values/mutual trust and support of members in successful teams. Sub max (2)

- **Communication** ✓✓

- A clear set of processes/procedures for team work ensures that every team member understands his/her role. ✓✓
- Ability to communicate well and make quick decisions. ✓✓
- Communicates with team members and allows for feedback. ✓✓
- Encourages discussion about the problem so that solutions can be found. ✓✓
- Continuous review of team progress ensures that team members can rectify mistakes/act pro-actively to ensure that goals/targets are reached. ✓✓

Any other relevant answer related to communication in successful teams.

Sub max (2)

- **Co-operation/Collaboration**✓✓

- Clearly defined realistic goals are set, so that all members know exactly what is to be accomplished. ✓✓
- Willingness to co-operate as a unit to achieve team objectives. ✓✓
- Co-operate with management to achieve team/business objectives. ✓✓

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- Agree on methods/ways to get the job done effectively without wasting time on conflict resolution. ✓✓
- All members take part in decision making. ✓✓
- balanced composition of skills/knowledge/experience/expertise ensures that teams achieve their objectives. ✓✓

Any other relevant answer related to co-operation/collaboration in successful teams.

Sub max (2)

Max (8)

Note: Allocate a max of TWO marks for criteria or an description of the criteria

8.7 **Conclusion**

- Effective team work will contribute to achieving goals and improve productivity. ✓✓
- Continuous team assessment will ensure that teams remain focused on the tasks/targets. ✓✓
- Constructive/Positive conflict should be encouraged to promote creativity and effective problem solving. ✓
- Teams generally take longer to arrive at a decision. ✓✓
- The use of teams may have greater cost implications. ✓✓
- Diversity leads to improved productivity in the business✓✓

Any other relevant conclusion related to team performance and conflict management. (Any 1 x 2) (2)

[40]

BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	Max 32
Causes	8	
Benefits	10	
Promotion	10	
Difficult people	10	
Criteria	8	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis, interpretation	2	
Synthesis	2	
Originality, examples	2	
TOTAL MARKS		40

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

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QUESTION 9

9.1 **Introduction**

- The objective of recruitment is to attract the best possible applicants with the required skills, qualifications and competency to fill vacancies in a business. ✓
- Shortlisted applicants should be interviewed in order to evaluate their suitability for the job. ✓
- Induction of new employees makes them familiar with the workplace environment.

Any other relevant introduction related to interviewing, employment contracts, induction, placement procedure and SDA (2X1) **Max (2)**

9.2 **Interviewing**

Purpose

- Obtains 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 the applicant to the job requirements. ✓
- Creates an opportunity where information about the business and applicant ✓ can be exchanged. ✓

Any other relevant answer related to the purpose of an interview. **Max (6)**

Role of the Interviewer

- Develop a core set of questions✓ based on the required skills, knowledge and ability required. ✓
- Check the application and verify the CV ✓for anything that may need to be explained. ✓
- Book and prepare the venue✓ for the interview. ✓
- Set the interview date✓ and ensure that all interviews take place on the same date, if possible. ✓
- Inform all shortlisted candidates✓ about the date/place of the interview. ✓
- Notify all panel members conducting the interview ✓about the date/place of the interview. ✓
- Allocate the same amount of time✓ to each candidate. ✓
- Introduce members of the interviewing panel✓ to each candidate/ interviewee. ✓
- Make the interviewee✓ feel at ease. ✓
- Explain the purpose of the interview✓ to the panel and the interviewee. ✓
- Do not misinform/mislead✓ the interviewee. ✓
- Avoid discriminatory/controversial types of questions✓, e.g. asking a female candidate about family planning/having children. ✓
- Provide an opportunity for the interviewee✓ to ask questions. ✓
- Close the interview✓ by thanking the interviewee for attending the interview. ✓✓

Any other relevant answer related to the role of the interviewer. **Max (8)**

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9.3 **Legalities of the employment contract.**

- Employment contract is an agreement✓ between the employer and the employee and is legally binding. ✓
- It may not contain any requirements✓ that are in conflict with the BCEA. ✓
- Aspects of the employment contract✓ can be re-negotiated during the course of employment. ✓
- Employer and employee must agree✓ to any changes to the contract. ✓
- No party may unilaterally change aspects✓ of the employment contract. ✓
- The employment contract should include a code of conduct✓ and code of ethics. ✓
- The HR manager must explain the terms and conditions✓of the employment contract to the employee. ✓
- Conditions of employment, duties and responsibilities of the employees✓ must be stipulated clearly. ✓
- Benefits✓ must be stipulated clearly. ✓
- All company policies, procedures and disciplinary codes/rules✓ can form part of the employment contract. ✓
- Employers must allow the employees to thoroughly read through the contract✓ before it is signed. ✓

Any other relevant answer related to the legalities of the employment contract. **Max (10)**

9.4 **Induction**

- Safety regulations and rules. ✓✓
- Overview of the business. ✓✓
- Information about the business products/services. ✓✓
- Tour of the premises and introduction to key people and close colleagues. ✓✓
- Conditions of employment including working hours/leave application process/disciplinary procedures, ✓✓ etc.
- Administration details including systems/processes/logistics. ✓✓
- Meeting with senior management who will explain the company's vision/values/and job description/daily tasks. ✓✓
- Discussion of the employment contract and conditions of service. ✓✓
- Discussion on employees' benefits. ✓✓
- Corporate social responsibility programmes. ✓✓

Any other relevant answer related to aspects that should be included in the induction programme.

Max (10)

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9.5 **Placement Procedure**

- Outline the specific responsibilities of the new position, including the expectations and skills required for this position. ✓✓
- Determine the strengths, weaknesses, interest and skills by subjecting the new employee to a range of psychometric tests. ✓✓
- Determine the relationship between the position and the competencies of the new employee. ✓✓

Any other relevant answer related to the placement procedure. **Max (4)**

9.6 **Positive impact of the SDA on the Human Resources Function**

- Develops skills of existing workers✓ resulting in a productive work force. ✓
- Enables the Human Resources Manager (HRM) to interpret the aims/ requirements✓ of the framework for the National Skills Development Strategy. ✓
- HRM is able to adapt ✓ skills training accordingly. ✓
- Enables the HRM to identify the training needs of the employees ✓ and improve their skills. ✓
- The development/training of staff ✓ increases the efficiency of the work force. ✓
- Ensures training in the workplace is more formalised✓ and structured. ✓
- Provides opportunities✓ to learn new skills. ✓
- Employees gain knowledge/skills✓ and improve their abilities to find better job opportunities. ✓
- Training contributes to improved attitudes✓ and a positive/motivated work force. ✓

Any other relevant answer related to the positive impact of Skills Development Act on the Human Resources function. **Max (8)**

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9.7 **Conclusion**

- Employees are the most important resource in any business and its success is strongly influenced by recruiting and appointing quality employees. ✓✓
- A well prepared and organized interview process will result in identifying and appointing the most suitable and deserving candidate. ✓✓

Any other relevant conclusion related to interviewing, legality of employment contract, induction, placement and positive impact of the SDA

Max (2)

[40]

BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	
Purpose	6	
Role of the interviewer	8	
Legality	10	Max 32
Induction	10	
Placement	4	
Positive impact	8	
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 requirement are not met at all.