KWAZULU-NATAL PROVINCE
EDUCATION
REPUBLIC OF SOUTH AFRICA

NATIONAL SENIOR CERTIFICATE

GRADE 12

BUSINESS STUDIES

MARKING GUIDELINES

PROVINCIAL STANDARDISED ASSESSMENT

MARCH 2026

MARKS: 100

This marking guideline consists of 28 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. Candidates' responses must in full sentences for SECTION B and C. However, this would depend on the nature of the question.

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

   - Uses different expression from that which appears in the marking guideline
   - Comes from another credible source
   - Original
   - A different approach is issued

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

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

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

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

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

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

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

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

10. The differentiation between 'evaluate' and 'critical evaluate' can be expressed as follows:

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

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

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

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

    Cognitive verbs, such as:

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

    11.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, compare, tabulate, 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.

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

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13. SECTION B

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

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

13.2 If two facts are written in one sentence, award the candidate FULL credit point above still applies.

13.3 If candidates are required to provide their own examples/views, brainstorm this at memo discussions.

13.4 Use of the cognitive verbs and allocation of marks:

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

- Fact 2 marks (or as indicated in the marking guidelines)
- Explanation 1 mark (two marks will be allocated in Section C)

The 'fact' and 'explanation' are given separately in the marking guideline to facilitate mark allocation.

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

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

14. SECTION C

14.1 The breakdown of the mark allocation of the essays is as follows:

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

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14.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, body and conclusion?	**2**
Analysis and interpretation	Is the candidate able to break down the question into headings/subheadings/interpret it correctly to show understanding of what is being asked? Marks must be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks) 1 (One 'A')	**2**
Synthesis	Are there relevant decisions/facts/responses made based on the questions? Option 1: **Only relevant facts: 2 marks (No –'S')** Where a candidate answers 50% or more (two to four sub-questions) of the question with only relevant facts; no –'S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis. Option 2: **Some relevant facts: 1 mark (One – 'S')** Where a candidate answers less than 50% (only one sub-question) of the question with only OR some relevant facts; one - 'S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 3: **Some relevant facts: 1 mark (One – 'S')** Where a candidate answers FOUR sub-questions, but one/two/three sub-questions with no relevant facts; one – 'S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 4: No relevant facts: 0 mark (Two – 'S') Where a candidate answers less than 50% (only one sub-question) of the questions with no relevant facts; two – 'S' appears in the left margin. Award a ZERO- mark synthesis.	**2**
Originality	Is there evidence of one or two examples not older than two (2) years that are based on recent information, current trends and development?	**2**
		TOTAL FOR INSIGHT: 8 **TOTAL MARKS FOR FACTS: 32** **TOTAL MARKS FOR ESSAY 8+ 32: 40**

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

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

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

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

14.6 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

14.7 When awarding marks for facts, take notes of the sub-maximum indicated, especially if candidates do not make use of the same headings. Remember, headings and sub-headings are encouraged and contribute to insight (See MARK BREAKDOWN at the end of each question.)

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

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

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14.10

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

14.10.2 With effect from November 2015, the TWO marks will not necessarily 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.

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

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SECTION A: (COMPULSORY)

QUESTION 1

1.1 Multiple choice questions

1.1.1 B ✓✓

1.1.2 D ✓✓

1.1.3 C ✓✓

1.1.4 A ✓✓

1.1.5 D✓✓ (5 x 2) (10)

1.2 Completion of sentences

1.2.1 BEE ✓✓

1.2.2 job specification ✓✓

1.2.3 accountability ✓✓

1.2.4 brainstorming ✓✓

1.2.5 placement ✓✓ (5 x 2) (10)

TOTAL SECTION A: 20

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
TOTAL	20

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SECTION B

Answer any **TWO** questions from this Section.

QUESTION 2: BUSINESS ENVIRONMENT

2.1 Pillars of Broad –Based Black Economic Empowerment (BBBEE) (Act 53 of 2003)

- Management control ✓
- Ownership ✓
- Skills Development✓
- Enterprise and Supplier Development (ESD) ✓
- Socio-economic development/social responsibility✓

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

2.2 Funding of SETA's

- Skills Development levies are paid by employers to SARS as a collecting agency✓ for the government. ✓
- Employers who have a salary bill that exceeds R500000 per annum, ✓ should pay one percent (1%) of their annual salaries as a levy ✓
- The different SETAs receive eighty percent (80%) of the levy for organisational expenses✓ and the remaining twenty percent (20%) is paid to the National Skills Fund. ✓
- Donations/grants✓ received from the public/businesses/CSI programmes. ✓
- Surplus funds ✓received from government institutions. ✓
- Funds received✓ from rendering their services. ✓
- Any other relevant answer related to the funding of Seta's. **Max (4)**

2.3 Identification of the act from the scenario:

2.3.1 Labour relations act/LRA. ✓✓ **(2)**

2.3.2 **Actions regarded as non-compliance by the Labour Relations Act:**

- Unfair/Illegal dismissal✓ of employees. ✓
- Preventing employees✓ from joining trade unions. ✓
- Refusing the establishment✓ of workplace forums. ✓
- Forcing employees to give up✓ trade union membership. ✓
- Not allowing employees✓ to take part in legal strikes✓ / not adhering to the right of employees to strike when legalised. ✓
- Cancellation of employees' contracts by a new employer✓ when the business is sold. ✓
  Refusing to give workplace forum members paid time off✓ for attending meetings during working hours. ✓
- Refusing leave to trade union representatives✓ to attend trade union activities.✓
- Breaching of collective agreements/resolution✓ mechanisms by either employer/employee. ✓
- Any other relevant answer related to actions regarded as non-compliance by the Labour Relations Act **Max (6)**

2.4 **Ways in which businesses can comply with the COIDA**

- Businesses should provide a healthy/safe working environment. ✓✓
- Register with the Compensation Commissioner and provide the particulars of the business.✓✓
- Keep records of employees' income and details of work for four years. ✓✓
- Report all incidents causing death/injury/illness of employees. ✓✓
- 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 are in good working condition.
- 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 can comply with the COIDA

Max (4)

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	4
2.2	4
2.3.1	2
2.3.2	6
2.4	4
TOTAL	20

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QUESTION 3: BUSINESS OPERATIONS

3.1 Aspects to be included in an induction programme

- Introduction to key people and immediate colleagues.✓
- Safety regulations and rules. ✓
- Overview of the business. ✓
- Tour of premises. ✓
- Discussion of employee benefits. ✓
- Discussion of the employment contract and conditions of service. ✓
- Information about the business product/services. ✓
- Meeting with senior management who will explain the company's vision/value/description/daily task. ✓
- Staff discount/Free or low-cost meal/Canteen facilities.✓
- Conditions of employment, e.g working hours, leave application process/ disciplinary procedure, etc✓
- Administration details on systems/processes/logistics. ✓
- Discussion of personnel policies, e.g making private phone calls/ using the internet, etc✓
- Corporate social investment programmes. ✓

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

3.2 Recruitment procedure.

- The human resource manager should evaluate the job analysis ✓ that includes the job specification/job description/ order to identify recruitment needs. ✓
- HRM should prepare the job description✓ in order to identify recruitment needs. ✓
- HRM should indicate the job specification/description/ key performance areas✓ to attract suitable candidate. ✓
- Choose a method of recruitment✓ such as internal/external to reach/target suitable applicants/candidates. ✓
- Vacancies can be internally advertised✓ via internal email/word of mouth/posters/staff notices. ✓
- If internal recruitment is unsuccessful, ✓ external recruitment should be considered. ✓
- If the external recruitment is chosen, ✓ the relevant recruitment sources should be selected, e.g. recruitment agencies, tertiary institutions, newspapers, etc. ✓
- The advertisement should be prepared with the relevant information, ✓ e.g. the name of the company, contact details, contact person, etc. ✓
- Place the advertisement in the appropriate media ✓that will ensure that the best candidates apply. ✓
- Any other relevant answer related to recruitment procedure.

Max (6)

3.3 Identification of type of recruitment

3.3.1 External recruitment✓✓ **(2)**

3.3.2 IMPACT OF EXTERNAL RECRUITMENT

Positives/Advantages

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

AND/OR

Negatives/Disadvantages

- External sources can be expensive, ✓ e.g. recruitment agencies' fees/advertisements in newspapers/magazines. ✓
- The selection process may not be effective, ✓ and an incompetent candidate may be chosen. ✓
- Information on CV's/referees ✓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 negative impact of external recruitment to businesses.

Max (6)

3.4 Role of interviewer before an interview

- Book and prepare the venue for the interview. ✓✓
- Inform all shortlisted candidates about the date and place of the interview. ✓✓
- Set the interview date and ensure that all interviews take place on the same date, if possible. ✓✓
- Notify all panel members conducting the interview about the date and place of the interview. ✓✓
- The interviewer should develop a core set of questions based on the skills/knowledge/ ability required. ✓✓
- Check/read the application/verify the CV of every candidate for anything that may need to be explained. ✓✓
- Plan the programme for the interview and determine the time that should be allocated to each candidate. ✓✓
- Allocate the same amount of time to interview each candidate on the program. ✓✓
- Any other relevant answer related to role of interviewer before an interview

Max(4)
[20]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	2
3.2.	6
3.3.1	2
3.3.2	6
3.4.	4
TOTAL	20

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QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS ROLES

4.1 Examples of ethical business practice

- Using fair advertising. ✓
- Not using child labour. ✓
- Treating all employees equally. ✓
- Paying fair wages. ✓
- Operating within the law. ✓
- Business deals are conducted openly. ✓
- Not engaging in illegal business practices. ✓
- Ensuring that the environment is not polluted. ✓
- Adopting codes of good ethical practice✓
- Establishing corporate social responsibility initiatives ✓
- Encouraging employees to adopt ethical behavior. ✓
- Clients and employees information is not disclosed /used for the benefit of the business✓
- Shareholders and employees personal interest and business interest do not conflict with one another. ✓

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

Max (2)

4.2 Ways in which professional, responsible, ethical and effective business practice should be conducted

- Mission statement should include values of equality/respect. ✓✓
- Businesses should develop equity programmes/promotes strategies to ensure that all employees are treated equally regardless of status/rank/power. ✓✓
- Treat workers with respect/dignity by recognising work well done/value of human capital. ✓✓
- Plan properly and put preventative measures in place. ✓✓
- Pay fair wages/salaries which is in line with the minimum requirements of the BCEA/Remunerate employees for working overtime/during public holidays. ✓✓✓
- Engage in environmental awareness programmes/Refrain from polluting the environment, such as legally disposing of toxic waste. ✓✓
- 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/ patent rights. ✓✓
- Hire honest/trustworthy accountants/financial officers with good credentials. ✓✓
- Regular/Timeous payment of taxes. ✓✓
- All workers should have access to equal opportunities/positions/resources. ✓✓
- Ensure that employees work in a work environment that is conducive to safety/ fairness/free from embarrassment. ✓✓

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- Employers and employees need to comply with legislation with regard to equal Opportunities /human rights in the workplace. ✓✓
- Businesses should develop equity programmes/promote strategies to ensure that all employees are treated equally regardless of status/rank/power. ✓✓
- Training/Information/Business policies should include issues such as diversity/ discrimination/ harassment. ✓✓
- Employers should respond swiftly and fairly to reported incidents of discrimination in the workplace. ✓✓
- Orders/Tasks should be given respectfully and allow the recipient/employee to have a say in the manner in which the task should be performed. ✓✓
- Draw up a code of ethics/conduct. ✓✓
- On-going development and training for all employees. ✓✓
- Performance management systems/Appraisals should be in place. ✓✓
- Adequate internal controls/monitoring/evaluation. ✓✓
- Any other relevant answer related to ways in which professional, responsible, ethical and effective business practice should be conducted

Max (4)

4.3 Application of problem-solving steps

4.3.1 Define the problem

- Name the problem✓ by stating exactly what the problem is. ✓
- Find different ways✓ of defining the problem. ✓
- Define the possible causes✓ of the problem. ✓
- The nature of the problem✓ must be precise. ✓
- Gather as much information as possible✓ to establish the cause of the problem. ✓
- Any other relevant answer related to the application of define the problem as a problem-solving step.

Sub max (2)

4.3.2 Evaluate the implemented solution/action plan

- Assess whether the problem has been solved✓ partially or entirely. ✓
- Test the solution/action plan✓ continuously. ✓
- If problems emerge, they must recognise and re-formulate the problem✓ for improved solutions in the future. ✓
- Any other relevant answer related to the application of evaluate the implemented solution/action plan as a problem-solving step.

Sub max (2)
Max (4)

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BUSINESS OPERATIONS

4.4 Sources of Internal recruitment

- Internal e-mails/Intranet/websites to staff ✓
- Word of mouth/staff meetings ✓
- Business newsletter/circulars to staff. ✓
- Internal/management referrals ✓
- Notice board of the business ✓
- Internal bulletins ✓
- Recommendation of current employees ✓
- Head hunting within the business/organisational database. ✓

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

4.5 Differences between piecemeal and time-related salary determination.

PIECEMEAL	TIME-RELATED
- Workers are paid according to the number✓ of items/ units produced /action performed. ✓	– Workers are paid according to the amount of time/hours✓ they spend at work/on a task. ✓
- Workers are not remunerated for the number of hours worked,✓ regardless of how long it takes them to make the items ✓	– Workers with the same – experience/ qualifications are paid on salary scales✓ regardless of the amount of work done. ✓
- Mostly used in factories ✓particularly in the textile/technology industries. ✓	– Many private and public sector✓ businesses use this method ✓
- Any other relevant answer related to piecemeal as a salary determination method.	– Any other relevant answer related to time-related as a salary determination method.
Sub-max (2)	Sub-max (2)

NOTE: 1. The answer does not have to be in tabular format.
2. The difference do not have to link but must be clear.
3. Award the maximum of TWO (2) marks if differences are not clear/Mark either piecemeal or time related.

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4.6 Impact of fringe benefits on business

Positives/Advantages

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

AND/OR

Negatives/Disadvantages

- Businesses which cannot offer fringe benefits fail to attract skilled workers. ✓✓
- Businesses which offer employees different benefit plans may create resentment to those who receive less benefit resulting in lower productivity. ✓✓
- It can create conflict/lead to corruption if allocated unfairly. ✓✓
- Fringe benefits are additional costs that may result in cash flow problems. ✓✓
- Decreases business profits, as incentive/package/remuneration costs are higher. ✓✓
- Administrative costs increase as benefits need to be correctly recorded for tax purposes. ✓✓
- Workers only stay with the business for fringe benefits, and may not be committed/loyal to the tasks/business✓✓
- Businesses have to pay advisors/attorneys to help them create benefit plans that comply with legislation. ✓✓
- Errors in benefit plans may lead to costly lawsuits/regulatory fines. ✓✓
- Any other relevant answer related to the negative impact of fringe benefits on business

Max (4)

[20]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	2
4.2	4
4.3.1	2
4.3.2	2
4.4	2
4.5	4
4.6	4
TOTAL	20

TOTAL SECTION B: 40

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SECTION C

Answer ONE question in this section.

QUESTION 5: BUSINESS ENVIRONMENT (LEGISLATION)

5.1 Introduction

- The Consumer Protection Act was introduced to redress the economic inequalities of the past. ✓
- Businesses have experienced positive and negative effects of the act on their activities ✓
- There are number of rights set out in CPA designed to provide consumer protection ✓
- Businesses may explore various ways to comply with the CPA. ✓
- Any other relevant introduction related to purpose of CPA/ impact of CPA to businesses/ rights of consumers in terms of CPA/ penalties that the business can face for non-compliance with the CPA.

Any (2 x 1) (2)

5.2 Purpose of Consumer Protection Act (CPA).

- Promotes responsible consumer behaviour amongst consumers. ✓✓
- Establishes a National Consumer Commission (NCC) ✓✓
- Establishes national standards to protect consumers regardless of economic status. ✓✓
- Promotes and protects the economic interests of consumers by providing access to information. ✓✓
- Promotes fair/accessible and sustainable places for people to sell their products. ✓✓
- Promotes consistent laws relating to consumer transaction and agreement. ✓✓
- Promotes the rights and full participation of historically disadvantaged individuals as consumers. ✓✓
- Promotes consumer safety by protecting them from hazardous products/services. ✓✓
- Provides guidelines for better consumer information and to prohibit unfair business practices. ✓✓
- Ensures that consumers have access to information they need to make informed choice. ✓✓
- Ensures that consumers are not misled/deceived by suppliers of goods/services. ✓✓
- Empowers consumers to take legal action if their rights are not upheld. ✓✓
- Strengthens a culture of consumer rights and responsibilities. ✓✓
- Protects consumers against contracts that include unfair terms which limit the liability of suppliers. ✓✓
- Protects consumers against dishonest businesses such as fly-by-night franchisors. ✓✓
- Allows for consumers and businesses to resolve disputes fairly/effectively. ✓✓
- Any other relevant answer related to purpose of Consumer Protection Act (CPA).

Max (10)

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5.3 Impact of the CPA on businesses

Positives/Advantages

- Businesses may be safeguarded✓ from dishonest competitors. ✓
- Businesses may be protected✓if they are regarded as consumers. ✓
- Prevents larger businesses from undermining✓ smaller ones. ✓
- May gain consumer loyalty, ✓ if they comply with CPA. ✓
- Enables businesses to resolve disputes fairly✓ through the National Consumer Commission/Consumer Court/Industrial ombudsmen. ✓
- Businesses may build a good image✓ if they ensure that they do not violate consumer rights. ✓
- Any other relevant answer related to positive impact of CPA on businesses

AND/OR

Negatives/Disadvantages

- Confidential business information may become available✓ to competitors. ✓
- Penalties for non-compliance✓ may be very high. ✓
- Businesses may feel unnecessarily burdened✓ by legal processes. ✓
- They have to disclose more information about their products✓ and processes/services✓
- Staff need to be trained /Legal experts need to be consulted, ✓ which can increase costs✓
- Many business documents need to be simplified /revamped✓ at extra cost as consumers have a right to receive contracts in simple/understandable language. ✓
- Administration costs increase✓ as legal contracts need to be worded in plain language /pitched at the level of the consumer. ✓
- Businesses may need insurance against claims✓ from consumers /provisions in the Act increase risks for unforeseen claims and lawsuits. ✓
- Businesses have to replace/repair faulty items/refund money✓if the fault occurs within six months after purchase. ✓
- Supply chain management in stock levels will have to change, ✓ as defective goods have to be replaced within six months at the request of the consumer. ✓
- Information technology systems need to be improved ✓as the retailer must keep more detailed records of interactions with consumers /be able to report to the National Consumer Commission. ✓
- Consumers can take advantage of a business✓ and return goods when it is not necessary to do so✓.
- Processes and procedures required by CPA can be expensive✓ and time consuming. ✓
- Any other relevant answer related to negative impact of CPA on businesses.

Max (14)

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5.4 Consumer rights as stipulated in the Consumer Protection Act

5.4.1 Right to choose✓✓

Consumers have the right to:

- choose suppliers✓ and/or goods. ✓
- shop around ✓for the best prices. ✓
- return goods that are unsafe/defective✓ for a full refund. ✓
- reject goods that are not the same✓ as the sample marketed. ✓
- cancel/renew✓ fixed term agreements. ✓
- request written quotations✓ and cost estimates. ✓
- Any other relevant answer related to the right to choose as a consumer right stipulated in CPA

Right : 2
Explanation: 2
Sub max: 4

5.4.2 Right to privacy and confidentiality✓✓

- Consumers have the right to stop/restrict✓ unwanted direct marketing. ✓
- They can object ✓to unwanted promotional e-mails/telesales. ✓
- They have the right to stop/lodge complaints✓ about the sharing of their personal details. ✓
- Any other relevant answer related to the right to privacy and confidentiality as a consumer right stipulated in CPA

Right : 2
Explanation: 2
Sub max: 4

5.4.3 Right to fair and honest dealings✓✓

- Suppliers may not use physical force✓ or harass customers. ✓
- Suppliers may not give✓ misleading/false information. ✓
- Businesses may not promote pyramid schemes✓ and/or chain-letter schemes✓
- Businesses may not overbook/oversell goods/services✓ and then not honour the agreement. ✓
- Any other relevant answer related to the right to fair and honest dealings as a consumer right stipulated in CPA

Right : 2
Explanation: 2
Sub max: 4

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5.4.4 Right to disclosure and information✓✓

- Contracts and agreements should be in plain language✓ and easy to understand. ✓
- Businesses should display prices✓ which are fully inclusive disclosing all costs. ✓
- Businesses should label products✓ and trade descriptions correctly. ✓
- Consumers may request the unit ✓and bulk price of the same product. ✓
- If two prices for the same product are displayed, ✓ consumers should pay the lower price. ✓
- All information related to the country of origin, expiry dates/ingredients of the products✓ should be disclosed. ✓
- Any other relevant answer related to the right to disclosure and information as a consumer right stipulated in CPA

Right : 2
Explanation: 2
Sub max: 4

5.4.5 Right to fair and responsible marketing✓✓

- Businesses should not mislead consumers✓ on pricing, benefits/uses of goods. ✓
- Consumers may cancel purchases made through direct marketing✓ within five working days/cooling-off period. ✓
- All information related to the country of origin/expiry dates/ingredients of the products✓ should be disclosed/clearly labelled. ✓
- Any other relevant answer related to the right to fair and responsible marketing as a consumer right stipulated in CPA

Right : 2
Explanation: 2
Sub max: 4

5.4.6 Right to accountability from suppliers✓✓

- Consumers have the right to be protected✓ in lay-bye agreements. ✓
- Businesses should honour credit vouchers✓ and prepaid services. ✓
- Any other relevant answer related to the right to accountability from suppliers as a consumer right stipulated in CPA

Right : 2
Explanation: 2
Sub max: 4

5.4.7 Right to fair/just/reasonable terms and conditions✓✓

- Businesses should provide consumers with written notices of clauses✓ that may limit consumer rights. ✓
- Businesses may not market/sell goods✓ at unfair prices. ✓
- Any other relevant answer related to the right to fair/just/reasonable terms and conditions as a consumer right stipulated in CPA

Right : 2
Explanation: 2
Sub max: 4

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5.4.8 Right to equality in the consumer market place ✓✓

- Businesses should not limit access✓ to goods and services. ✓
- Businesses may not vary the quality of their goods✓ to different consumers. ✓
- Businesses should not discriminate when marketing their products and services✓ in different areas/places. ✓
- Businesses may not charge different prices✓ for the same goods/services. ✓
- Quality of goods may not vary✓ when supplied to different consumers. ✓
- Any other relevant answer related to the right to equality in the consumer market place as a consumer right stipulated in CPA

Right : 2
Explanation: 2
Sub max: 4

5.4.9 Right to fair value/good quality/safety✓✓

- Consumers may demand✓ quality services/goods. ✓
- They may receive ✓an implied/written warranty. ✓
- Cancel /renew✓ fixed term agreements. ✓
- To be informed✓ about hazardous/dangerous products✓
- Reject goods✓ that are not the same as the sample marketed✓
- Return faulty items if the fault occurs within six months✓ after purchasing the item. ✓
- Any other relevant answer related to the right fair value/good quality/safety as a consumer right stipulated in CPA

Right : 2
Explanation: 2
Sub max: 4
Max : 12

NOTE: Mark the first THREE only

5.5 Ways in which businesses can comply with the CPA

- Disclose prices of all products on sale. ✓✓
- Provide/Conduct adequate training to staff/stakeholders on the CPA. ✓✓
- All agreements must provide for a five-day cooling off period. ✓✓
- Ensure that goods/services offered are standardised/of the same quality. ✓✓
- Comply with the requirements regarding promotional competitions. ✓✓
- Comply with requirements regarding the display of information on labels/ packaging. ✓✓
- Display the name of the business on all business documents such as invoices/contracts. ✓✓
- Bundling of goods/services should benefit consumers such as offering a cell phone and a tablet at a special price. ✓✓
- Implement measures that will facilitate complaints by using suggestion boxes. ✓✓
- Any other relevant answer related to ways in which businesses can comply with the CPA

Max (10)

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5.6 Conclusion

- Business owners should have intensive knowledge on the purpose of CPA so that they can take advantage of its benefits ✓✓
- The negative impacts of CPA on businesses should be continuously monitored to improve on mechanism/solutions of dealing with them. ✓✓
- It is important that all South African consumers are aware of these rights to ensure proper functioning and implementation of the act. ✓✓
- Business owners should look at ways in which businesses could comply with CPA to avoid high penalties for non-compliance. ✓✓
- Any other relevant conclusion related to the purpose of Consumer Protection Act (CPA)/ impact of CPA on businesses/ rights of consumers in terms of CPA/ ways in which businesses can comply with CPA.

Any (1 x 2) (2)

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	**2**	**Max 32**
Purpose of Consumer Protection Act (CPA).	**10**	
Impact of CPA on businesses	**14**	
Rights of consumers in terms of CPA	**12**	
Ways in which businesses can comply with CPA.	**10**	
Conclusion	**2**	
INSIGHT		**8**
Layout	**2**	
Analysis/Interpretation	**2**	
Synthesis	**2**	
Originality/Examples	**2**	
TOTAL MARKS		**40**

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

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QUESTION 6: BUSINESS ROLES (CREATIVE THINKING AND PROBLEM SOLVING)

6.1 Introduction

- Problem solving and decision making are intertwined skills which are very important to any business entity, though they are different. ✓
- Creative thinking is beneficial to businesses as it is a skill that can lead to innovative solutions and competitive edge. ✓
- Delphi and force field analysis are problem-solving techniques used by businesses to resolve problems creatively where all staff members and other stakeholders are involved for buy-in purposes. ✓
- Businesses need to adopt ways in which businesses can create an environment that promote creative thinking in the workplace for success. ✓
- Any other relevant introduction related to the differences between problem solving and decision making/ the benefits of creative thinking in the workplace/ problem-solving steps / Impact of the Delphi technique and Force field analysis/ ways in which businesses can stimulate creative thinking in the workplace'

Any (2 x 1) (2)

6.2 Differences between problem solving and decision making:

PROBLEM SOLVING	DECISION MAKING
-Problems can be solved by a group/ team or an individual team member. ✓✓	-It is often done by one person/a member of senior management who makes it authoritarian. ✓✓
-Alternative solutions are generated/ identified and critically evaluated. ✓✓	-Various alternatives are considered before deciding on the best one. ✓✓
-Process of analysing a situation to identify strategies to bring about change. ✓✓	-It is part of the problem-solving cycle as decisions need to be taken in each step. ✓✓
Any other relevant answer related to problem solving	Any other relevant answer related to decision making
Sub max (4)	Sub max (4)

NOTE:

1. **The answer does not have to be in tabular.**
2. **The differences do not have to be linked but must be clear.**
3. **Award a maximum of ONE mark if the differences are not clear. / Mark either problem solving or decision making only.**

Max (8)

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6.3 Advantages of creative thinking in the workplace.

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

Max (14)

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6.4 Impact of the following problem-solving techniques

6.4.1 Delphi technique

Positives/Advantages

- Businesses may use a group of experts ✓without bringing them together. ✓
- The experts will give the business clear ideas/solutions✓ on how to improve on productivity/profitability. ✓
- Information received from experts ✓can be used to solve complex business problems. ✓
- Experts may give honest/credible opinions✓ as they do not have a direct/personal interest in the business. ✓
- Conflict may be avoided✓ especially if all employees are knowledgeable and well qualified. ✓
- Dominating employees may not take over the process✓ as they do not form part of the problem-solving process. ✓
- It reduces noise levels in an office environment✓ since there is no group discussion. ✓
- Any other relevant answer related to the positive impact of Delphi as a problem solving technique.

AND/OR

Negatives/Disadvantages

- It is an expensive technique to use✓ due to high administrative costs. ✓
- Not all experts are willing/interested✓ to give feedback/complete questionnaires. ✓
- Some experts might not have an in-depth knowledge✓ of certain topics. ✓
- Experts' suggestions may not be considered by some employees✓ so consensus may not be reached. ✓
- May be time consuming/complicated ✓to analyse data received from experts. ✓
- Any other relevant answer related to the negative impact of Delphi as a problem solving technique

Sub max (6)

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6.4.2 Impact of the Force-Field Analysis

Positives/Advantages

- Employees feel included✓ and understood. ✓
- Employees develop✓ and grow with the business. ✓
- It provides a visual summary✓ of all the various factors supporting and opposing a particular idea. ✓
- Informed decisions can be made as forces for and against✓ are critically evaluated. ✓
- Enables businesses to strengthen the driving forces✓ and weaken the restraining forces. ✓
- Businesses are able to have an idea of the timeline required ✓and the requirements of additional resources. ✓
- Any other relevant answer related to the positive impact of force-field analysis as a problem solving technique.

AND /OR

Negatives/Disadvantages

- Requires the participation✓ of all business units. ✓
- It is time consuming✓ since the business must stabilise before more changes can be made. ✓
- The analysis developed is entirely dependent upon the skill level✓ and knowledge of the group working on the analysis. ✓
- Any other relevant answer related to the negative impact of force-field analysis as a problem solving technique.

Sub max (6)
Max (12)

6.5 Ways in which businesses can create an environment that promotes creative thinking in the workplace

- Emphasize the importance of creative thinking to ensure that all staff know that management want to hear their ideas. ✓✓
- Encourage employees to develop/come up with new/ unique ideas/ alternative ways of working/ doing things. ✓✓
- Make time for brainstorming sessions to generate new ideas such as 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/study how other businesses are doing things. ✓✓
- Reward creativity by offering reward schemes to employees/introduce incentives for staff members for teams/individuals that came up with creative ideas. ✓
- Respond enthusiastically to all ideas and never let anyone feel less important. ✓✓
- Make the working environment conducive to creativity, free from distractions/high noise levels.
- Any other relevant answer related to ways in which businesses can create an environment that promotes creative thinking in the workplace

Max 12

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6.6 Conclusion

- Businesses need to solve their problems effectively and make informed decision to thrive/ survive in a highly competitive market. ✓✓
- It is advisable that businesses use the advantages of creative thinking in the workplace so that managers/employees work towards the benefit of the business. ✓
- Thorough research on the impact of Delphi technique and force-field analysis should be conducted to ensure proper implementation and function.✓✓
- Businesses unlock unique opportunities by fostering a culture that encourages creative thinking in the workplace
- Any other relevant conclusion related to the differences between problem solving and decision making/ the benefits of creative thinking in the workplace/ Impact of Delphi technique and force field analysis/ ways in which businesses can stimulate creative thinking in the workplace. **Any (1 x 2) (2)**

[40]

QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	**2**	**Max 32**
The differences between problem solving and decision making	**8**	
Advantages of creative thinking in the workplace.	**14**	
Impact of Delphi technique and Force-Field analysis as problem-solving techniques	**12**	
Ways in which businesses can create an environment that promote creative thinking in the workplace.	**12**	
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 only some of the requirements are met.
Allocate 0 marks where requirements are not met at all.

TOTAL MARKS: 100

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