Basic Education

KwaZulu-Natal Department of Basic Education

REPUBLIC OF SOUTH AFRICA

BUSINESS STUDIES

COMMON TEST

MARCH 2016

NATIONAL SENIOR CERTIFICATE

GRADE 12

MARKS: 100

TIME: 1 hour

This question paper consists of 9 pages.

INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

1. This question paper consists of **THREE** sections.

   SECTION A: **COMPULSORY**

   SECTION B: Consists of **THREE** questions. Choose any **TWO** questions.

   SECTION C: Consists of **TWO** questions.
   Answer any **ONE** of the **TWO** 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.

QUESTION	SECTION	MARKS	TIME
1	A: Multiple-choice questions and matching COMPULSORY	20	10 minutes
2, 3 and4	B: THREE Direct questions. (Choose any TWO questions)	40	20 minutes
5 and 6	C: TWO questions. (Choose any ONE of the TWO questions)	40	30 minutes
TOTAL:		100	60 minutes

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SECTION A: (COMPULSORY)

QUESTION 1

1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A-D) next to the question number (1.1.1-1.1.5) in the ANSWER BOOK, **for example 1.1.6 D.**

1.1.1 The BBBEE Act targets several pillars for growth and development and ...is identified as one of the pillars.

A. Capital
B. Ownership
C. Tenders
D. taxation

( )

1.1.2 Market penetration occurs when producers …

A. buy products at the same price as competitors.
B. market the new product in the same areas.
C. sell products at a low price to attract buyers.
D. market the existing product in new areas

1.1.3 Water restrictions due to drought would result in a decrease in the demand for garden services .This could be regarded as_____ for Tonys garden services.

A. a strength
B. a weakness
C. an opportunity
D. a threat

( )

1.1.4 _____is where the scope of the existing job is extended to give a broader range of responsibility, plus extra knowledge and skills development.

A. job analysis
B. job specification
C. job description
D. job enlargement

1.1.5 An example of unprofessional and unethical behaviour is …

A. increasing prices in line with competitors
B. employing unskilled workers.
C. selling second-hand goods as new
D. finding a substitute for the competitor's product. (10)

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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 F.

	COLUMN A	COLUMN B
1.2.1	Compensation for occupational injuries and disease Act. (No. 61 of 1997)	A. Examining morale dilemmas relating to the social responsibilities of business organisation
1.2.2	Ethics	B. Motor vehicle manufactures negotiate to buy tyres from Michellin, continental, Pirelli etc.
1.2.3	Time-related remuneration	C. Provides compensation for disablement sustained during the course of employment.
1.2.4	Backward vertical integration	D. A bakery buys a wheat farm to reduce the risk associated with the bakery' dependency on flour
		E. A car manufacturing company purchasing a tyre fitment centre
		F. A set of attitudes and behaviours which the members of a particular occupation choose to follow
		G. Calculation based on an agreed hourly rate.
		H. Labour Relations Act (No 66 of 1995).

(5 x 2) (10)

TOTAL SECTION A: 20

SECTION B

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

QUESTION 2

2.1 Read the following extract and answer the questions that follow:

PARADISE FARM BRANCHES OUT

Paradise Farm is a fruit farm nestled in a valley near Laingsburg, Western Cape .The farm has always relied on its delicious apricots as the sole source of income. Sales have been steadily declining over the past three years. This is due to entry of new competitors and partly because of workers making repeated unrealistic demands for wages .The cost of farming has also increased because of an increase in the price of fuel. The recession/slowdown in the economy has affected most countries worldwide.

2.1.1 Name the business sector in which PARADISE Farm operates. (1)

2.1.2 Identify THREE challenges in the case study above. Name the environment in which challenge belongs to and recommend a strategy to overcome each challenge.

QUESTION 2.1.2 must be answered according to the headings given in the table below. Redraw the table in your ANSWER BOOK.

CHALLENGE	**ENVIRONMENT**	**STRATEGY TO OVERCOME THE CHALLENGE**
(a)		
(b)		
(c)		

(15)

2.2 The owners of Paradise Farm are considering establishing backpackers or bed and breakfast accommodation on their farm to supplement their income. Identify and explain this type of business strategy (4)

[20]

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QUESTION 3

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

> Creative Design is a successful graphic design business that specialises in designing creative social media-marketing and advertising campaigns. Waseela, the owner, believes that an ever changing work environment and new technology encourages creative thinking. The demand for her services has increased so much that she has decided to change the structure of her business by upgrading her premises and installing new sophisticated computers.

3.1.1 Identify ONE creative thinking technique that will address the changes Waseela wants to introduce. (2)

3.1.2 Explain how Waseela can apply the creative thinking technique identified in 3.1.1 (10)

3.2 Recommend ways in which a business can create an environment that promotes creative thinking. (8)

[20]

QUESTION 4

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

EAST COAST CHEESE FACTORY

Mr Philani recently opened a cheese producing plant, which has now become quite successful. Consumers love his product as it tastes really good, is low in price, and has a long shelf life. However, Philani is adding various colourings and preservatives to the cheese and not declaring it on the label. He has been getting away with this as he bribes the health inspector not to report him to the authorities. It would also cost him a lot of money to have the waste products from the factory taken away, so at night he gets his driver to dump it on some vacant land near a small town. He also repackages stocks of cheese that are past their sell-by date, and then sells these to unsuspecting customers.

4.1.1 Explain the concept of unethical business practice. Use the information in the extract to illustrate your answer. (6)

4.1.2 Recommend THREE ways in which Philani can address the unethical business practices identified in 4.1.1. (6)

4.2 Explain the following issue that challenge ethical and professional behaviour in the business environment and make recommendations for improvement thereof. Use examples to support your answer.

4.2.1 Abuse of work time (4)

4.3 The King Code contains principles for ethical corporate governance. Accountability and Transparency are two of these principles. Explain how businesses should apply these principles (4)

[20]

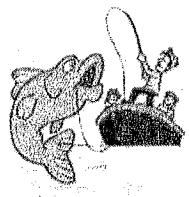
TOTAL FOR SECTION B: [40]

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SECTION C

ANSWER ANY ONE QUESTION FROM THIS SECTION

QUESTION 5



The proverb says:

Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime

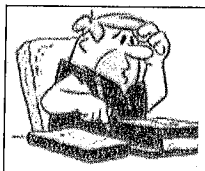
Discuss the essence of this proverb by using the following headings:

- Explain the purposes of the Skills Development Act, 1988 (Act 97 of 1988) (SDA).
- Evaluate the impact of this Act on businesses and employees
- Describe the role of the Sector Education and Training Authorities (SETAs).

[40]

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QUESTION 6



Phillip is the human resources manager of S.A. Breweries Ltd. He is responsible for recruiting and interviewing prospective candidates for the post of a Financial Manager. S.A. Breweries Ltd advertised the vacant post on the staff notice board, business newsletters, e-mails and newspapers. He has to make appointments within the confines of the Employment Equity Act (EEA), 1998 (Act 55 of 1998.

Advise Phillip with the recruitment procedure he should follow as referred to in the scenario above.

You must include the following aspects in your answer:

- Evaluating the methods of recruitment.
- Explaining the purpose of interviewing and his role as an interviewer.
- Advice Phillip on how his department will ensure that the business comply with the Employment Equity Act.

TOTAL FOR SECTION C: [40]

TOTAL: [100]

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MEMORANDUM

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GRADE 12

MARKS: 100

This memorandum consists of 18 pages.

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SECTION A

QUESTION 1:

1.1 **Multiple choice**

1.1.1 B✓✓
1.1.2 C✓✓
1.1.3 D✓✓
1.1.4 D✓✓
1.1.5 C✓✓

5 x 2 **(10)**

1.2 **Matching**

1.2.1 C✓✓
1.2.2 A✓✓
1.2.3 G✓✓
1.2.4 D / B / C ✓✓
1.2.5 SINCE ERROR ON QUESTION PAPER, AWARD ALL CANDIDATES ✓✓marks

5 x 2 **(10)**

TOTAL SECTION A: **[20]**

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SECTION B

QUESTION 2

2.1.1 Primary sector✓ (2)

2.1.2

CHALLENGE	ENVIRONMENT	STRATEGY TO OVERCOME THE CHALLENGE
(a) Decline in sales✓ (1)	Micro ✓✓ (2)	Increase sales by marketing efficiently, ✓✓ improving customer service and finding success factors that give them a competitive advantage. ✓✓ Any other relevant answer related to decline in sales Sub max (2)
(b) Entry of new competitor. ✓ (1)	Market✓✓ (2)	Lower prices, ✓✓special discounts, promotions✓✓ Any other relevant answer related to entry of new competitor Sub max (2)
(c) Workers making unrealistic demand for wage increase. ✓ (1)	Micro✓✓ (2)	Engage in wage negotiations✓✓ Paradise Farm should follow the terms of the Basic conditions of the Employment Act. ✓✓ Any other relevant answer related to unrealistic demand in wage. Sub max (2)

(d) Cost of farming increased-cost of petrol. ✓ (1)	Micro✓✓ (2)	Use cost efficient vehicles✓✓ Regular servicing of vehicles and regular maintenance of vehicles to reduce fuel consumption✓✓ Introduce control measures✓✓/log sheets✓✓/trip sheets✓✓ Driven cost efficiently ✓✓ Any other relevant answer related to an increase in the cost of petrol Sub max (2)

Sub max for challenge (3)
Sub max for environment (6)
Sub max for strategy to overcome challenges. (6)
(Max) (15)

NOTE: 1. THE CHALLENGE, ENVIRONMENT AND THE STRATEGIES TO OVERCOME CHALLENGES MUST BE LINKED'

2. ACCEPT RELEVANT STRATEGIES/PRACTICAL WAYS TO OVERCOME CHALLENGES.

3. IF THE ENVIRONMENT IS INCORRECT NO MARKS SHOULD BE AWARDED FOR THE STRATEGY TO OVERCOME CHALLENGES

2.2 **Type of business strategy**

This is an example of diversification. ✓
This strategy involves a business expanding ✓into a new area of business✓ in which it has no technical✓ skill or experience✓ at marketing or distributing the product. ✓
The new area of business has no similarity✓ to the company's existing scope of business. ✓

Any other relevant answer related to diversification ✓

Identification (1)
Explanation (3)
Max (4)

[20]

QUESTION 3

3.1.1 Force field analysis✓✓ (2)

3.1.2 Application of forced-field analysis.

Describe the current situation. ✓ and the desired situation. ✓
Identify what will happen ✓if no action is taken. ✓
List all the driving ✓and restraining forces for change. ✓
Allocate a score to each using a numerical scale where 1 is very weak ✓ and 10 is very strong✓
List the forces according to strength, the driving forces on the left ✓ and the restraining forces on the right✓
Analyse the restraining forces✓and the best way to address them✓
Analyse the driving forces ✓and the best way of advancing them✓
Identify priorities ✓and produces an action plan. ✓
Any other relevant answer related application of Forced-field analysis.

(Max 10)

3.2 **Creative thinking**

- 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)

[20]

QUESTION 4

4.1.1 **Unethical business practice.**

Unethical business practice is any means✓ of doing business which seeks to bring benefits to people/ businesses by doing harm / disadvantages to others / anyone. ✓ (2)
(Any other relevant or related answer.)

EXAMPLES FROM CASE STUDY

Philani is adding various colourings and preservatives to the cheese and not declaring it on the label. ✓✓ He bribes the health inspector not to report him to the authorities. ✓✓
He gets his driver to dump waste on some vacant land near a small town. ✓✓
He also repackages stocks of cheese that are past their sell-by date, and then sells these to unsuspecting customers. ✓. ✓ **(Any 2 x 2) (4) (6)**

4.1.2 **Ways in which businesses may act ethically**

Philani should not conduct his business at the expense of his customers. It is immoral and unethical . ✓✓
Philani has to dispose waste in a manner recommended by the municipality. ✓✓
Philani must use professional, responsible, ethical and effective business practice method by not bribing the health inspector.✓✓
Philani must dispose of cheese that are past their sell-by date as this is health hazard to customers. ✓✓
Colourings and preservatives used must be stated on the label✓✓

(Any other relevant recommendations related to ways in which businesses should address the unethical business practice quoted in the case study.)

(Any 3 x 2) (6)

4.2.1 **Abuse of Work Time**

Explanation

- Employees are using normal working hours ✓ to conduct their personal business. ✓
- Any other relevant explanation regarding abuse of work time.

(2)

Examples

- Personal telephone calls during working hours. ✓✓
- Operating/managing their personal business during working hours✓✓
- Personal/household shopping during working hours✓✓

Any other relevant example on abuse of work time. **(Any 1 x 2) (2)**

(4)

4.3 **Accountability and transparency**
Accountability

Business should justify ✓ their actions✓
Businesses should be accountable for their actions.✓ /responsible for their decisions and actions. .✓
Any other relevant answers related to accountability.

(sub max = 2)

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Transparency

Information / decisions and actions must be made known✓to all stakeholders.✓
It should be easy for others to see ✓ what actions are performed.✓
Any other relevant or related answer relad to transparency

(sub max 2)
Max (4)

QUESTION 5: BUSINESS ENVIRONMENTS (LEGISLATIONS)

5.1 **Introduction**

- The Skills Development Act, 1998 (Act 97 of 1998) (SDA) was developed in response to the demand for redress and equity. ✓
- The SDA is the integral part of the National Skills Development Strategy that aims to link learning to the demands of the world of work ✓ and enables employers/employees to become more productive and competitive. ✓
- Learnerships are theoretical and practical training opportunities ✓ that can lead to a recognised occupational qualification. ✓
- Any other relevant introduction related to the implementation of/compliance to the SDA/SETAs.

Max (2)

5.2 **Purposes of the SDA**

- Develops the skills✓ of people in South Africa in order to improve productivity✓
- Invests in education✓ and training of workers✓
- Encourages businesses✓ to improve the skills of their workers. ✓
- Improves the chances of getting a job✓ for previously disadvantaged people✓
- Redresses imbalances✓ of the past through education and training. ✓
- Provides for the implementation of strategies ✓on a national, sector and workplace basis✓
- Provides funds for skills development through the levy-grant scheme ✓ and a National Skills Fund. ✓
- Encourages workers to participate✓ in learning programmes✓
- Any other relevant answer related to the purpose of the SDA.

Max (12)

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5.3 **Impact of the Skill Development Act on businesses and employees:**

Businesses
Positives

- Increases the number of skilled employees✓ in areas where these skills are scarce✓
- Improves productivity✓ in the workplace. ✓
- Increases global✓ competitiveness. ✓
- Increases investment ✓ in education and training in the labour market. ✓
- Improves the return on investment✓ in education and training. ✓
- Any other relevant answer related to the positive impact of the SDA on businesses.

AND/OR
Negatives

- The SDA process is prescriptive / requires a large amount of paperwork /administration ✓ This can cost time and money. ✓
- Skill Development Levy could be an extra burden✓ to financially struggling businesses. ✓
- It may be monitored and controlled by government departments✓ that do not have education and training as their key priorities. ✓
- The SETAs may not be well organised and✓ many courses offered by companies may not have unit standards that relate to the course content✓
- Many service providers that offer training services✓ are not SAQA accredited✓
- Many businesses may not support ✓ this government initiative. ✓
- Implementation of the SDA✓ can be difficult to monitor and control. ✓
- Employees are expected to attend learnerships ✓during work hours which could affect the production process/productivity. ✓
- Costly for businesses to employ a person to implement, ✓manage and control learnerships. ✓
- The time and money spent on improving employee skills ✓is wasted if they leave the business. ✓
- Any other relevant answer related to the negative impact of the SDA on businesses.

Sub max (8)

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Employees
Positives

- Higher skilled employees✓ have a better standard of living. ✓
- Improves work prospects✓ and labour mobility. ✓
- Increases self-esteem ✓ when learnerships are completed. ✓
- Promotes self-employment✓ which encourages entrepreneurship activities ✓
- More employment opportunities ✓for new entrants who find it difficult to be employed. ✓
- Encourages on-going training ✓ skills development learning✓
- Employees have the opportunity to acquire new skills ✓qualifications/work experience✓
- Improves the quality of life of employees / resulting in higher job satisfaction/morale.
- Any other relevant answer related to the positive impact of the SDA on employees.

AND/OR

Negatives

- Some employees may not be interested in skills development ✓ and may perceive skills development programmes as a waste of time✓
- Employees are expected to acquire practical work experience / attend education/training programmes ✓, which may increase their stress levels/work load. ✓
- Skills programmes may not always address training needs of employees ✓, so it may discourage them from at tending other training programmes. ✓
- Employees may not be credited by SETA✓ when attending certain work shops✓
- Accumulation of credits ✓ may not be transferable/recognised by the relevant stakeholders. ✓
- Any other relevant answer related to the negative impact of the SDA on employees.

Sub max (8)
Max (12)

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5.4 **Roles of SETAs**

- Develops skills plans in line✓ with the National Skills Development Strategy. ✓
- Approves workplace skills plans✓ and annual training reports✓
- Pays out grants✓ to companies complying with the requirements of the Skills Development Act. ✓
- Promotes and establishes ✓learnerships✓
- Registers learnerships✓ and learning programmes. ✓
- Provides training material/programmes✓ for skills development facilitators. ✓
- Provides accreditation✓ for skills development facilitators. ✓
- Oversees training in different sectors✓ of the South African economy. ✓
- Draws up skills development plans✓ for their specific economic sectors. ✓
- Allocates grants ✓ to employers✓ education / training providers and employees. ✓
- Promotes learnerships and learning programmes✓ by identifying suitable workplaces for practical work experience. ✓
- Collects levies✓ and pays out grants as required. ✓
- Any other relevant answer related to the roles of SETAs.

Max (12)

5.5

Conclusion

The SDA plays an important role✓ in ensuring that the workforce is skilled and contributes to productivity and the economic growth of the country✓

The SDA enables businesses to improve the skills of their employees ✓and this increases employee morale/reduces staff turnover. ✓

Any other relevant conclusion related to the implementation of/compliance to the SDA.

Max (2)

[40]

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QUESTION 5: BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	Max 32
Purpose of SDA	12	
Impact of SDA on businesses and employees	12	
Role of SETAs	12	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis, interpretation	2	
Synthesis	2	
Originality, examples	2	
TOTAL MARKS		**40**

Insight consists of the following components:

Layout/Structure	Is there an introduction, body, proper paragraphs and 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. **NOTE:** A fact could be incorrect but relevant to the question. In this case, do not penalise the learner for synthesis.	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 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.

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QUESTION 6: BUSINESS OPERATION (Human Resources function)

6.1 **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. ✓
- All recruitment procedures should be conducted ✓ within the framework of the Employment Equity Act (EEA) to ensure fairness. ✓
- Shortlisted applicants should be interviewed ✓ in order to evaluate their suitability for the job. ✓
- Any other relevant introduction related to recruitment, inteviewing and the EEA.

Max (2)

6.2 **Types of recruitment**

6.2.1 **Internal Recruitment**✓

Positives

- The business recruits from existing employees✓through promotions/transfer from inside the business. ✓
- Opportunities for promotion reward good work ✓ and motivate current employees. ✓
- Staff morale and productivity increases ✓ if suitable staff members are promoted regularly. ✓
- Current employees understand✓ how the business operates. ✓
- The business knows the candidate ✓, his/her personality, strengths and weaknesses. ✓
- Reliable/Key staff members are retained✓ if they are promoted/ transferred within the business. ✓
- Detailed, reliable information on candidates can be obtained✓ from super-visors/employee records. ✓
- Recruitment process is faster✓ and less expensive if the candidates are known. ✓
- Any other relevant answer related to positive aspects of internal recruitment.

Negatives

- Current employees may not bring new ideas ✓ inrto the business. ✓
- Promoting a current employee✓ may cause resentment amongst other employees. ✓
- The number of applicants is limited✓ to current staff only. ✓
- Employees who do not really have the required skills ✓ for the new job may be promoted. ✓
- Current employees may need to be trained/developed✓ before they can be promoted, which can be expensive. ✓
- Staff that is not promoted may feel demotivated✓ which may hamper productivity. ✓
- Any other relevant answer related to negative aspects of internal recruitment.

Sub max (10)

6.2.2 **External Recruitment**✓✓

Positives

- The business recruits ✓ from other businesses/educational institutions advertisements in the media/recruitment agencies/ headhunting, etc. ✓
- New candidates bring new talents/ideas/experiences/skills ✓ into the business. ✓
- It may help the business to meet affirmative ✓ action and BBBEE plans. ✓
- 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. ✓
- Minimises unhappiness/conflict ✓ amongst current / existing employees who may have applied for the post. ✓
- Any other relevant answer related to positive aspects of external recruitment.

Negatives

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

Sub max (10)
Max (16)

6.3 **Interviewing**

6.3.1 **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 (4)

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6.3.2 **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 ✓ that may offend the interviewee ✓, eg. 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)

6.4 **Compliance with Employment Equity Act**

- Discriminatory appointments should be discouraged. ✓✓
- He should promote equal opportunities and fair treatment. ✓✓
- The appointment process should be clearly defined ,so all parties are well informed. ✓✓

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- He may use certified psychometric tests to assess applicants/so that suitable candidates are appointed.✓ ✓

- Ensure that diversity/inclusivity I n the workplace is achieved. ✓✓
- Encourage consultation between employer and employee. ✓✓

- Draw up an employment equity act plan in consultation with employees. ✓✓

- Any other relevant answer related to how the Human Resources manager can comply with EEA. **Max (6)**

6.5 **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. ✓

- The EEA not only promotes and regulates affirmative action, ✓ but also gives guidance in conducting a fair appointment process. ✓

- Any other relevant conclusion related to recruitment, interviewing and EEA. **Sub max 2**
[40]

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QUESTION 6 : BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	
Types of recruitment	16	
Purpose of Interviews	4	
Role of Interviewer	8	Max
Compliance with EEA	6	32
Conclusion	2	
INSIGHT		
Layout	2	
Analysis, interpretation	2	8
Synthesis	2	
Originality, examples	2	
TOTAL MARKS		**40**

Insight consists of the following components:

Layout/Structure	Is there an introduction, body, proper paragraphs and 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. **NOTE:** A fact could be incorrect but relevant to the question. In this case, do not penalise the learner for synthesis.	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 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.

TOTAL SECTION C: [80]
GRAND TOTAL: [100]

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