

**education**

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Department:  
Education  
**REPUBLIC OF SOUTH AFRICA**

**BUSINESS STUDIES**

**GRADE 11**

**FINAL EXAMINATIONS - 2017**

**EXAMINERS : R NAIDOO/S DHOODHANATH/R GOVENDER**  
**MODERATORS : R GOVENDER/S DHOODHANATH/R NAIDOO**

**MARKS : 300**  
**DURATION : 3 hrs**

This question paper consists of 16 pages.

## **INSTRUCTIONS AND INFORMATION**

Read the following instructions carefully before answering the question

1. This question paper consists of THREE sections :
  - SECTION A : **COMPULSORY**
  - SECTION B : **CONSISTS OF FIVE QUESTIONS**  
**CHOOSE ANY THREE QUESTIONS FROM THIS SECTION**
  - SECTION C : **CONSISTS OF FOUR QUESTIONS**  
**CHOOSE ANY TWO QUESTIONS FROM THIS SECTION**
2. Read the instructions carefully for each question and take particular note of what is required.
3. Number the answers correctly according to the numbering system used in the question paper.
4. Except where the instructions are given, answers must be in full sentences.
5. Use the mark allocation and the nature of each question to determine the length of an answer.
6. **START EACH QUESTION ON A NEW PAGE.**
7. Use the table below as a guideline for marks and time allocation when answering each question and TICK the questions that you have chosen.

SECTION	QUESTION	MARKS	TIME
A. <b>COMPULSORY</b>	ONE	40	24 min.
B. Five direct Questions. CHOOSE <b>ANY THREE QUESTIONS</b>	TWO	60	36 min.
	THREE	60	36 min.
	FOUR	60	36 min.
	FIVE	60	36 min.
	SIX	60	36 min.
C. ESSAY Questions CHOOSE <b>ANY TWO QUESTIONS</b>	SEVEN	40	24 min.
	EIGHT	40	24 min.
	NINE	40	24 min.
	TEN	40	24 min.
<b>TOTAL</b>		300	180 min. (3hrs)

## SECTION A: COMPULSORY

### QUESTION ONE : (40 marks)

1.1 **Various options are provided as possible answers to the following questions. Choose the correct answer and write only the letter next to the question number. E.G 1.1.11 B**

1.1.1 ..... are conditions which are favourable to the business, such as lower interest rates.

- A) Weaknesses
- B) Strengths
- C) Threats
- D) Opportunities

1.1.2 A private company and a close corporation have the following advantage :

- A) Liability of the shareholder/members is limited to the amount of their investment.
- B) The minimum number of members is limited.
- C) The continuity of both businesses is limited.
- D) Both businesses are managed by one director.

1.1.3 "WE CARE" has an extensive recycling programme. This shows that "WE CARE" has a commitment towards...

- A) External recruitment.
- B) Dumping toxic waste.
- C) Protecting the environment.
- D) Air pollution.

1.1.4 Collaboration means that team members ....

- A) Work effectively on their own.
- B) Agree to co-operate in working towards a common goal.
- C) Are held accountable for their action.
- D) Do not rely on each other.

1.1.5 Outlines the duties and responsibilities of an employee.

- A) Recruitment programme
- B) Job description
- C) Staff placement
- D) Cost to company analysis

P.T.O/....1.1.6

- 1.1.6 The human resource manager has introduced ..... in order to develop the skills of employees.
- A) Staff development programmes
  - B) Performance appraisal
  - C) Counselling
  - D) Team-building exercises
- 1.1.7 This business function is directly involved in the sale of manufactured products in a company.
- A) Marketing
  - B) Production
  - C) Human resources
  - D) Finances
- 1.1.8 Effective feedback involves ....
- A) Answering questions after a presentation
  - B) Handing out flyers
  - C) Dealing with difficult employees
  - D) Applying visual aids in a verbal presentation.
- 1.1.9 A process whereby an employee is first introduced to the business.
- A) Interview
  - B) Selection
  - C) Recruitment
  - D) Induction
- 1.1.10 When an organisation is forced to reduce the number of employees for operational reasons, it is ...
- A) Recruitment
  - B) Retrenchment
  - C) Resignation
  - D) Dismissal

(10 x 2) = 20

P.T.O/....1.2

1.2 Choose the correct word(s) from the list below. Write only the word(s) next to the question number in the answer book.

Ethics Partners	Objective Secondary	Professionalism Strategy	Control Bursaries	Circle Partnership	Tertiary
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- 1.2.1 A plan of action to achieve a goal is a \_\_\_\_\_.
- 1.2.2 The partnership pays tax on its profits in the name(s) of the \_\_\_\_\_.
- 1.2.3 A set of attitudes and behaviour which members of a particular occupation choose to follow is \_\_\_\_\_.
- 1.2.4 Banks and insurance brokers that provide financial services form part of the \_\_\_\_\_ sector.
- 1.2.5 A business may provide \_\_\_\_\_ to tertiary students.

(5 x 2) = 10

1.3 Choose a term in Column B that matches a description from Column A. Write only the correct letter next to the question number. E.g 1.3.6 K

COLUMN A	COLUMN B
1.3.1 A human resource activity where the competency of an employee is matched with his/her position.	A) INDUCTION
1.3.2 Earned when owning shares in a company.	B) JUNGIAN
1.3.3 A team-dynamic theory in which the team management wheel identifies eight roles	C) PLACEMENT
1.3.4 Small groups of employees who meet voluntarily to discuss workplace issues related to quality.	D) QUALITY CIRCLES
1.3.5 Analyses the market environment.	E) PORTERS FIVE FORCES
	F) MARGERISON-McCANN
	G) DIVIDENDS

(5 X 2) = 10

TOTAL SECTION A : 40

P.T.O/....SECTION B

**SECTION B**

This section consists of **FIVE QUESTIONS**. Choose **ANY THREE QUESTIONS** from this section. **START EACH QUESTION ON A NEW PAGE.**

**QUESTION 2 : BUSINESS ENVIRONMENTS**

2.1 Name the components of the PESTLE Analysis. (6)

2.2 Identify whether each of the following challenges facing the South African economy is a **SOCIAL OR ECONOMIC PROBLEM**:

- 2.2.1 Lack of foreign investment
- 2.2.2 Illiteracy
- 2.2.3 Unfavourable exchange rate
- 2.2.4 Inflation (4)

2.3 The following is a list of challenges facing Domino's Bus Tours, a bus service that has been transporting people from Durban to Port Elizabeth: (4)

- a) Employees have been very frequently absent.
- b) Domino's Bus Tours have lost many passengers as Duze's Buses are air conditioned, with reclining chairs to offer more comfort.
- c) Domino's Bus Tours have increased fares because of the increase in diesel price.
- d) The tyres from three buses have been stolen this month.
- e) Domino's Bus Tours have not maintained their buses regularly.

2.3.1 Referring to the challenges listed above, identify the business environment (MICRO; MARKET; MACRO) that each challenge belongs to. (10)

2.4 Match the terms from the box to the descriptions given below : (5)

Intellectual property	Lockout	Lobbying
Royalties	Strike	Micro lending
Economic dilemma	Networking	

- 2.4.1 The fee that the owner of intellectual property receives each time the property is used for financial gain.
- 2.4.2 Assets that are creations of the mind and recognised by law as having value and benefit to their creator.
- 2.4.3 Is the provision of financial services to low income clients.
- 2.4.4 Is a group of individuals or organisations who voluntarily exchange information.
- 2.4.5 The problem of balancing the unlimited needs and wants of society with the limited resources available to satisfy them.

P.T.O/...2.5

2.5 Read the scenario on a vision and mission statement of QFC below and answer the questions that follow

**QFC**

**VISION**

To sell food in a fast, friendly environment that appeals to health minded customers.

**MISSION**

Our passion, as a restaurant, is to put the yum on people's faces around the world, satisfying customers every time they eat our food and doing it better than any other restaurant.

- 2.5.1 Name the business sector in which QFC operates and motivate your answer. (3)
- 2.5.2 Indicate which business environment the vision and mission statement belong to and state the extent of control that QFC would have over this environment. (2)
- 2.5.3 Explain how the lack of a vision and mission statement can be a challenge for business? (6)

2.6 Read the case study below and answer the questions that follow

Socio-economic factors such as illiteracy, lack of skills and economic crime can influence the efficiency of a business, the way products are marketed and distributed, the level of revenue and the cost of doing business.

- 2.6.1 Explain how illiteracy and lack of skills can influence the efficiency of business? (4)
- 2.6.2 **Economic crime is when someone benefits financially through any criminal activity.**
  - 2.6.2.1 Give an example of economic crime? (1)
  - 2.6.2.2 State 3 strategies business can use to deal with economic crime (3)

2.7 Read the scenario below and answer the questions that follow

**Manager fired for sexual harassment**

"The sexually suggestive e-mails sent by the manager to a female employee, who operates a car cleaning service at a dealership premises, came back to haunt him last month."

- 2.7.1 According to the scenario, why was the manager fired? (1)
- 2.7.2 Define the concept 'Sexual harassment' (2)
- 2.7.3 List THREE(3) ways how sexual harassment can impact on a business negatively? (3)
- 2.7.4 Discuss ONE way sexual harassment can be addressed in the workplace? (2)
- 2.7.5 Sexual harassment is one example of ethical misconduct. Give TWO(2) other examples of ethical misconduct? (2)

2.8 Use a table like the one below to show the difference between the solutions to piracy. Redraw and complete the table in your ANSWER BOOK. (6)

	<b>COPYRIGHT</b>	<b>PATENT</b>	<b>TRADEMARK</b>
DEFINITION			
WHAT DOES IT PROTECT			

**TOTAL = 60**  
**P.T.O/....QUESTION THREE**

**QUESTION 3 : BUSINESS VENTURES**

3.1 Name the type of presentation (**verbal or non-verbal**) described in each statement below

- 3.1.1 Printed copies of financial statements to support an electronic presentation
- 3.1.2 Production figures for 2015 and 2016 on a histogram.
- 3.1.3 A short video explaining the steps to complete an application form.
- 3.1.4 Drawings and pictures in the user manual of a fax machine.
- 3.1.5 A flow chart explaining the steps in the production process

(5)

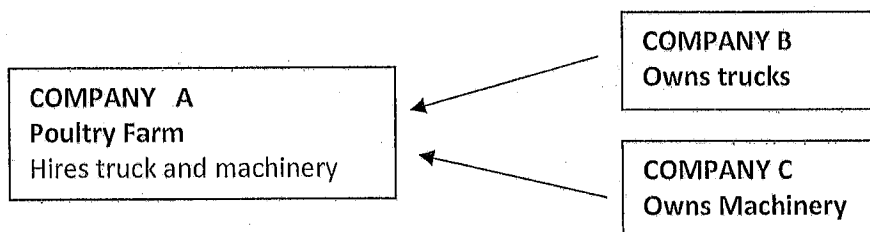
3.2 **Barnie’s Guest Lodge is situated in Pongola and is near a very popular game reserve.**

The following table shows information about the number of guests who booked into the Lodge from March to July 2017.

	MARCH	APRIL	MAY	JUNE	JULY
FAMILIES	100	70	75	60	42
MALES ON HOLIDAY ALONE	95	30	60	50	30
FEMALES ON HOLIDAY ALONE	65	40	50	45	10
TOUR GROUPS	130	120	110	40	60
TOTAL	390	260	295	195	142
PERCENTAGES	30%	20%	25%	15%	10%

- 3.2.1 Which month, according to the table, recorded the highest number of guests at Barnie’s Guest Lodge. (1)
- 3.2.2 Which month, according to the table, recorded the lowest number of guests at Barnie’s Guest Lodge? Give a reason for your answer. (3)
- 3.2.3 Give ONE reason why management may need this information? (1)
- 3.2.4 Present the above percentages(%) distributed over the months in the form of a BAR GRAPH. (5)
- 3.2.5 **Barnie has decided to make flyers as it is an inexpensive method of promoting.”** Advise Barnie of what to keep in mind when composing a flyer. (10)

3.3 Study the diagram below and answer the questions that follow :



- 3.3.1 What type of acquiring a business does this represent? (2)
- 3.3.2 Use the diagram to explain your answer in (3.3.1.) (4)
- 3.3.3 What would **COMPANY A** be called? (2)
- 3.3.4 What would **COMPANY B** and **C** be called? (2)

P.T.O/.....3.3.5



- 3.3.5 Discuss TWO(2) advantages of this type of agreement for **COMPANY A**. (4)
- 3.3.6 Discuss ONE disadvantage of this type of agreement for **COMPANY A**. (2)
- 3.3.7 Identify FOUR(4) important pieces of information that should appear in the agreement between **COMPANY A** and the other two companies. (4)

**3.4 Read the case study and answer the questions that follow**

**FULFILLING A DREAM**

Lesiba worked for 23 years. He realised that he had contributed much to his pension fund and his investments are maturing and due for a cash payout. Now he feels he is able to think about fulfilling his dream of becoming his own boss and starting a new business. Hard work, perseverance are qualities that he possesses. He is optimistic and imagines that he will start small and grow over time. He intends to create jobs for some unemployed South Africans. His small business will also contribute to the country's economy.

- 3.4.1 Identify, from the case study, any TWO(2) qualities of an entrepreneur? (2)
- 3.4.2 Identify, from the case study, the TWO(2) benefits of starting a business to the economy? (2)
- 3.4.3 Starting your own business is one way of acquiring a business. Name ONE other way of acquiring a business. (1)
- 3.4.4 The **THREE(3)** ways of acquiring funds is **EQUITY; DEBT and GRANTS**. Explain each one. (6)
- 3.4.5 In order to put the business plan into an action plan, he will need to draw up a **GANTT CHART**. The Gantt Chart has different activities on it. Tabulate the differences between **PARALLEL ACTIVITIES** and **SEQUENTIAL ACTIVITIES** (4)

[60 MARKS]

P.T.O/...QUESTION FOUR

#### **QUESTION 4: BUSINESS ROLES**

4.1. Select the correct word/s from the text box below for each of the statements:

Lack of transparency	tax avoidance	invasion of privacy	deception and dishonesty
unauthorised use of funds	tax allowance	consensus	

4.1.1 Concluding secret deals.

4.1.2. Re-labelling second hand clothing as new.

4.1.3. Claiming for deductions on expenditure that is allowed in terms of the income tax act.

4.1.4. Borrowing money without permission from the petty cash with the intention of repaying it at the end of the month.

4.1.5. Using the confidential database of a competitor to obtain contact details of potential customers.

(5)

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

#### **ACME TRACTORS**

ACME is a small family owned business, owned by Bob and his brother Bill for 30 years. They are close to retirement and agree to appoint Bobs son, James to assume the book keeping responsibilities. The brothers entrusted him with all aspects of bookkeeping for the business. They gave him cheque-signing abilities and a business credit card.

He began using his business credit card for small personal expenses, such as petrol for his personal vehicle and fast food meals. After several months his personal expenses increased. This includes expenditure on buying clothing for his family as well as taking them out to premium restaurants.

No one at ACME noticed because James controlled all cash and credit payments. James's cousin accidentally discovered, while searching the business online system for a cancelled cheque, that some payments were made payable to James.

(Adapted from: Acfe.com-Article)

4.2.1. Identify the unethical business behaviour in the scenario above. Motivate your answer.

(Quote from the scenario)

(3)

4.2.2. Describe what is meant by ethical behaviour

(4)

4.2.3. Recommend three ways in which ACME Tractors can address the unethical business behaviour identified in 4.2.1.

(6)

4.2.4. Advise ACME Tractors on how ethical, responsible and effective business practice can be conducted.

(8)

P.T.O/... 4.3

**4.3. Read the scenario below and answer the questions that follow:**

**HAJRA'S CLOTHING (HC)**

Hajra's clothing specialises in selling women's sportswear. The business's sales are declining and they are losing customers to businesses that sell similar products. HC's management wants to design a creative marketing campaign that will increase and attract new customers. Hajra's Clothing chose a panel of experts and designed questionnaires for them to answer.

- 4.3.1. Identify the creative thinking technique used by Hajra's Clothing? Motivate your answer (3)
- 4.3.2. State the steps to the technique identified in 4.3.1. (5)
- 4.3.3. List the steps to the problem solving cycle (7)
- 4.3.4. Tabulate the difference between problem solving and decision making. (4)

**4.4. Read the scenario below and answer the following questions**

**DIYARA'S CASH AND CARRY (DCC)**

DCC provides subsidised housing, accommodation and medical aid for their employees. They encourage employees to stay fit and healthy by involving them in stress-reduction activities.

- 4.4.1. From the scenario, quote TWO ways in which DCC contributes to the well-being of their employees. (2)
- 4.4.2. Suggest FOUR ways employees of DCC can maintain a balanced lifestyle (4)
- 4.4.3. Mention how a person can deal with their stressors (3)
- 4.4.4. Explain THREE ways how a person can build their physical reserves to deal with stress (6)

[60 MARKS]

P.T.O/... QUESTION FIVE

**QUESTION 5 – [BUSINESS OPERATIONS]**

- 5.1 Choose the correct word or phrase from the textbox, for each description below. Write only the correct word/phrase. (8)

Specialist; Intermediaries; batch production; mass production; quality control; corrective action; deliveries; routing;

- 5.1.1 The different businesses or individuals that help to move good from the manufacturer to the retailer.  
5.1.2 The process of manufacturing goods in large quantities.  
5.1.3 The steps that are taken in order to solve a problem found during the inspection process during or after production.  
5.1.4 Planning the route that will be taken through the factory from one task to the next in order that a product is produced.

5.2

If any business wants to succeed in capturing the market share, it is important for them to have a good advertising strategy. Advertising aggressively on the market, ensures that the majority of the market knows about the businesses products and services.

- 5.2.1 Identify the department that deals with advertising a business's products and services. (2)  
5.2.2 State the seven(7) elements of marketing. (14)  
5.2.3 List any five(5) principles of advertising. (10)

5.3 READ THE SCENARIO BELOW AND ANSWER THE QUESTIONS THAT FOLLOW:

**WILBUR CLOTHING DESIGNERS (WCD)**

Wilbur Clothing Designers specialise in men's wear, but want to introduce ladies' wear too. The business is looking for a fashion designer who specialises in ladies' wear. They have advertised the vacant position in the local newspapers and on the Internet.

- 5.3.1 Identify the type of recruitment used by Wilbur Clothing Designers and motivate your answer by referring to the scenario above. (3)  
5.3.2 Explain four(4) advantages of the type of recruitment, identified in 5.3.1. (8)  
5.3.3 Name another type of recruitment Wilbur Clothing Designers could use to find a suitable candidate. (2)  
5.4 Explain the difference between **Job description** and **Job Specification**. (4)

5.5 READ THE SCENARIO BELOW AND ANSWER THE QUESTIONS THAT FOLLOW:

Interviewing is one of the steps used in the process of appointing new employees. These interviews can be conducted by individuals, the Human Resource Manager or a panel of people.

- 5.5.1 According to the scenario above, identify the people that can conduct an interview. (3)  
5.5.2 Discuss the interview process. (6)

[60 MARKS]

P.T.O./...QUESTION 6

**QUESTION 6 : MISCELLANEOUS**

Read the case study below and answer the questions from environments and ventures that follow

BOTMAS MEALIE FARM (PTY)LTD supplies mealies to the local markets as well as PIONEER FOODS LTD for the manufacture of maize meal, samp, maize flour and instant maize porridge.

**BUSINESS ENVIRONMENTS**

6.1. Identify the business sector in which each of the businesses, in the case study, operate. Motivate your answer by quoting from the case study. Use the table below to present answer. (6)

	BUSINESS SECTOR	MOTIVATION
BOTMAS MEALIE FARM (PTY)LTD		
PIONEER FOODS LTD		

6.2 "All business that follow the value chain use natural resources and the entire value chain is affected when these resources are not available."

6.2.1 What is scarcity and explain its effect on operations and productivity? (3)

6.2.2 State THREE(3) effects of inefficient use of resources by a business. (3)

**BUSINESS VENTURES**

6.3 Tabulate FIVE(5) differences between BOTMAS MEALIE FARM (PTY)LTD and PIONEER FOODS LTD (10)

6.4 "BOTMAS MEALIE FARM (PTY)LTD wants to outsource their transport."

6.4.1 Discuss FOUR(4) advantages of OUTSOURCING. (8)

**BUSINESS ROLES**

6.5 Identify each of the following statement below as unprofessional or unethical: (6)

6.5.1 The financial manager's personal assistant tells his colleagues and friends how much his manager receives in bonuses.

6.5.2. The human resource department does not let candidates know that their application was unsuccessful.

6.5.3. A police officer accepted a bribe to let an offender go free.

P.T.O/... 6.6

6.6 Read the extract below and answer the questions that follow:

“By applying the principles of good corporate citizenship, citizens can contribute to community development on an individual basis or through the business. “

6.6.1 Identify the 3 principles of good corporate citizenship (3)

6.6.2 Discuss how CSR can be implemented in the market environment (6)

**BUSINESS OPERATIONS**

6.7 Copy and Complete the table below in your answer sheet. The table is based on Production Cost. (9)

NOTE: The fixed cost amounts to R20 000 and the variable cost per unit is R50.

NO. OF UNITS PRODUCED	FIXED COSTS	VARIABLE COST	TOTAL PRODUCTION COST
900			
1 000			

6.8 Tabulate the difference between Fixed Costs and Variable Costs. (2)

6.9 Explain two(2) disadvantages of Job Production. (4)

[60 MARKS]

P.T.O/....SECTION C

**SECTION C**

[ANSWER ANY 2 ESSAYS]

**QUESTION 7 – [BUSINESS ENVIRONMENTS]**

Challenges in the different business environments, often poses a threat to businesses. In order for businesses to remain competitive and keep ahead in the business world, it is necessary for management to identify the various challenges in the business environments.

- Identify and explain porter's five forces.
- Explain the term "competitors."
- Explain the following challenges in the Micro-Environment"
  - Difficult employees
  - Lack of management skills
  - Unions, strikes and Go-slows
- Discuss any five(5) functions of Trade Unions

[40 marks]

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**QUESTION 8 : BUSINESS VENTURES**

**SMART FINANCIAL SERVICES**

Demi, a financial advisor, wants to present her business plan to various investors using a Power Point slide show and overhead projector to enhance the quality of her presentation. She is not sure whether her presentation will be effective as she has never done one before. She also lacks confidence in answering questions posed by the audience.

**Provide Demi with detailed information on the following :**

- Tabulate the difference between VERBAL AND NON-VERBAL presentations
- The aspects that need to be established before she makes a presentation
- Explain, how Demi should use the **Power Point Slide** and **Overhead Projector**
- Discuss the important points Demi should remember when responding to questions and feedback

(40 marks)

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P.T.O/... QUESTION 9

## QUESTION 9: BUSINESS ROLES

### **TEAMWORK AT THE SHOP FLOOR AT GENERAL STEEL COMPANY (GSC)**

GSC employs more than 5000 employees at its steel assembly in Port Elizabeth. The workforce is divided into teams from diverse cultural backgrounds and beliefs which may lead to conflict in the workplace. The following challenges/problems are experienced by the teams: some members dominate, side conversations, non-participating members and negativity.

Write a detailed report to the directors of GSC in which you include the following aspects:

- Identify FOUR essential elements of a successful team
- Discuss the forces that influence team dynamics
- Identify from the scenario, FOUR problems experienced by GSC's team and provide possible solutions.
- Outline and briefly explain the FIVE stages of team development

(40)

## QUESTION 10 – [BUSINESS OPERATIONS]

Peanut Press is a printing firm that keeps up with new technological developments. After a detailed job analysis, Sylvanus, the productions supervisor at this firm, realized that the business lacked the necessary qualified employees to use the specialized new printing machines. Sylvanus approached the human resource department and together they decided on two possible strategies: training for existing employees of Peanut Press or recruiting and selecting new employees.

Sylvanus is having difficulty understanding how these processes work and why legislation should be considered. You being the Human Resource Manager have decided to make him understand by:

- List the conditions/rules and regulations of the Basic Conditions of Employment Act (BCEA) and Labour Relations Act (LRA).
- Explain the advantages of an Induction Programme.
- Discuss the recruitment process/procedure
- Discuss the selection process/procedure

[40 marks]

**GRAND TOTAL = 300**

**ALL THE BEST!!!!**



300	<b>KZN – DEPARTMENT OF EDUCATION          GREENBURY SECONDARY SCHOOL          FINAL EXAMINATION – 2017          BUSINESS STUDIES – GRADE 11          SPECIAL ANSWER SHEET</b>	100
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<b>NAME :</b> MEMORANDUM
<b>GR./DIV.</b>

FOR EDUCATORS USE ONLY :

QUESTION	TICK THE QUESTION ANSWERED	MARKS	LEARNER'S MARK
ONE		40	
TWO		60	
THREE		60	
FOUR		60	
FIVE		60	
SIX		60	
SEVEN		40	
EIGHT		40	
NINE		40	
TEN		40	
<b>MODERATOR</b>			
<b>CHECKER</b>			

GREENBURY SECONDARY SCHOOL  
 DEPARTMENT OF COMMERCE  
 H.O.D. MRS C. MAHARAJ



*(Handwritten signature)*

**SECTION A**  
**QUESTION ONE**

1.1

1.1.1	D	✓✓
1.1.2	A	✓✓
1.1.3	C	✓✓
1.1.4	B	✓✓
1.1.5	B	✓✓
1.1.6	A	✓✓
1.1.7	A	✓✓
1.1.8	A	✓✓
1.1.9	D	✓✓
1.1.10	B	✓✓

20

1.2

1.2.1	STRATEGY	✓✓
1.2.2	PARTNERS	✓✓
1.2.3	PROFESSIONALISM	✓✓
1.2.4	TERTIARY	✓✓
1.2.5	BURSARIES	✓✓

10

1.3

1.3.1	A	✓✓
1.3.2	G	✓✓
1.3.3	F	✓✓
1.3.4	D	✓✓
1.3.5	E	✓✓

10

40

40

## SECTION B

### QUESTION TWO

#### 2.1 PESTLE ANALYSIS

P	POLITICAL	✓
E	ECONOMICAL	✓
S	SOCIAL	✓
T	TECHNOLOGICAL	✓
L	LEGAL	✓
E	ENVIRONMENTAL	✓

(6)

#### 2.2 SOCIAL OR ECONOMIC PROBLEM

Lack of foreign investment	ECONOMIC PROBLEM	✓
Illiteracy	SOCIAL PROBLEM	✓
Unfavourable exchange rate	ECONOMIC PROBLEM	✓
Inflation	ECONOMIC PROBLEM	✓

(4)

#### 2.3 CHALLENGES - BUSINESS ENVIRONMENT

A	MICRO	✓✓
B	MARKET	✓✓
C	MACRO	✓✓
D	MACRO	✓✓
E	MICRO	✓✓

(10)

2.4

- 2.4.1 Royalties ✓
- 2.4.2 Intellectual property ✓
- 2.4.3 Micro lending ✓
- 2.4.4 Networking ✓
- 2.4.5 Economic dilemma ✓

(5)

2.5

2.5.1 Tertiary. ✓

They are providing a service in the form of a restaurant ✓✓

(3)

2.5.2 MICRO ENVIRONMENT. Full/Complete control ✓/TOTAL ✓

(2)

#### 2.5.3 LACK OF VISION AND MISSION

- Vision and mission is the cornerstone of building a business. ✓
- It is sufficient to say that the lack of them would hamper a business's progress. ✓
- Vision and mission serve as constant reminder to entrepreneurs as to what he/she wants his/her business to be in the future, what quality and standard does he/she want and what are the long and short term goals of the business. ✓
- Helps the entrepreneur to remain focused. ✓

(6)

2.6

2.6.1

- Illiterate people are unable to develop their skills further or improve their education. ✓
- Lacks of skills will make employees slower, less responsible and business becomes less competitive. ✓
- Any other relevant answer (4)

2.6.2

2.6.2.1 EXAMPLE OF ECONOMIC CRIME

- Fraud ✓ (1)

2.6.2.2 STRATEGIES TO DEAL WITH ECONOMIC CRIME

- Whistle blowing ✓
- Lay criminal charges ✓
- Develop an organisational culture where employees are expected to be ethical and honest at all times. ✓ (3)

2.7

2.7.1 "Sexually suggestive e-mails sent by the manager..." ✓ (1)

2.7.2 SEXUAL HARASSMENT

- Is the unwanted, uninvited language, touching, gestures of a sexual nature. ✓✓ (2)

2.7.3 NEGATIVE IMPACT OF SEXUAL HARASSMENT

- Reduces employee motivation ✓
- Creates strained relationships ✓
- Negatively affects operations and productivity ✓ (3)

2.7.4 SOLUTION

- Have strict policies in place ✓✓ (Codes of Conduct & Ethics)
- Report sexual harassment (2)

2.7.5 EXAMPLES OF ETHICAL MISCONDUCT

- Corruption ✓
- Mismanagement of funds ✓ (2)

2.8

	<u>COPYRIGHT</u>	<u>PATENT</u>	<u>TRADEMARK</u>
DEFINITION	Protects IP so that artistic creations, written, recorded ideas cannot be copied. ✓	Verifies that an invention is new or novel. ✓	Is a sign, logo that is used to distinguish one brand from another ✓
WHAT DOES IT PROTECT	Books; movies; software ✓	New inventions ✓	Brands ✓ (6)

TOTAL = 60

**QUESTION THREE**

3.1

- 3.1.1 Non-verbal ✓
- 3.1.2 Non-verbal ✓
- 3.1.3 Verbal ✓
- 3.1.4 Non-verbal ✓
- 3.1.5 Non-verbal ✓

(5)

3.2

3.2.1 March ✓

(1)

3.2.2 July. ✓ It is winter ✓ and people don't like being outdoors. ✓

**ANY OTHER RELEVANT ANSWERS**

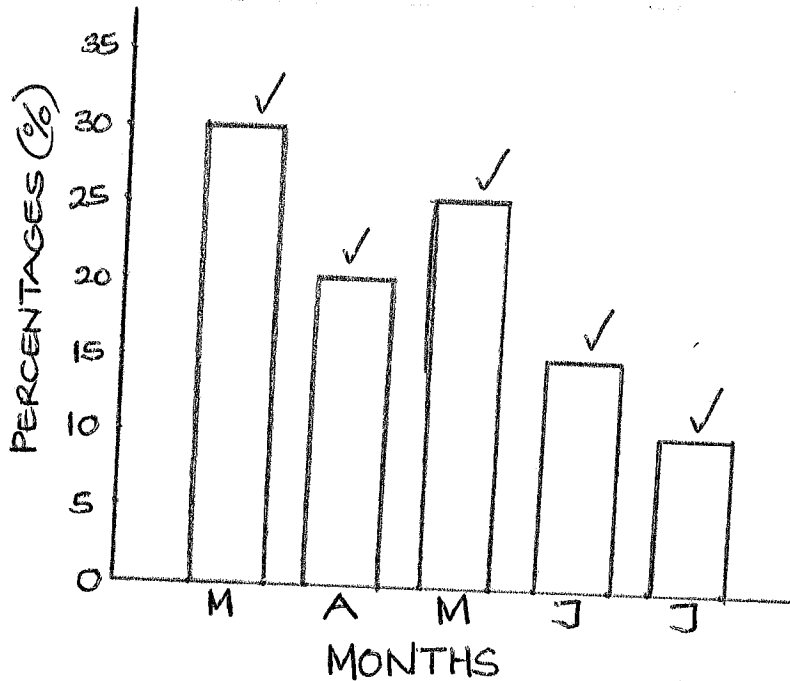
(3)

3.2.3

- To find ways to attract people in the slower months ✓
- To gain a competitive advantage, by having sales/promotions during certain months. ✓

(1)

3.2.4 **BAR GRAPH**



(5)

3.2.5 **COMPOSING A FLYER**

- Know your audience ✓ - design flyer to suit them ✓
- Use a catchy headline ✓ to attract attention ✓
- Keep the message simple - mention only crucial information ✓
- Use legible fonts and easy to read language ✓
- Use "You" in the message to establish direct contact ✓
- Proofread copy several times ✓

(10)

3.3

3.3.1 Leasing ✓

(1)

3.3.2

- Company B and Company C own trucks and machinery. ✓✓
- Company A does not own trucks and machinery and therefore hire it from them. ✓✓

(4)

3.3.3 COMPANY A - LESSEE ✓✓ (2)

3.3.4 COMPANY B - LESSOR ✓✓ (2)

3.3.5 ADVANTAGES OF LEASING

- The lessor is a specialist in the field. Customer is able to choose one that best suits them ✓
  - Technicians are always on standby ✓
  - Maintenance is carried out by qualified personnel ✓
  - Asset is only used until it is needed. ✓
- (4)

3.3.6 DISADVANTAGES OF LEASING

- Not all assets become the property of the lessee. ✓✓
  - Maintenance agreements are usually expensive
  - The agreement usually cannot be ended without a penalty.
- (2)

3.3.7 INFORMATION ON LEASE AGREEMENT

- Names of the parties entering into the lease agreement ✓
  - Duration of the lease ✓
  - Cost - monthly payments ✓
  - Other costs, such as insurance and maintenance ✓
- (4)

3.4

3.4.1 QUALITIES OF AN ENTREPRENEUR

- Hard work ✓
  - Perseverance ✓
  - Optimistic
- (2)

3.4.2 BENEFITS OF STARTING YOUR BUSINESS

- Create jobs for some unemployed South Africans ✓
  - Contribute to the country's economy ✓
- (2)

3.4.3 WAYS OF ACQUIRING A BUSINESS

- Leasing ✓
  - Outsourcing
  - Franchising
- (1)

3.4.4

<b>EQUITY</b>	Money that an entrepreneur can get from his own sources. ✓✓
<b>DEBT</b>	Borrowing money from someone else. ✓✓
<b>GRANT</b>	Money given by the government for a specific purpose like funding small businesses ✓✓

(6)

3.4.5

<b>PARALLEL ACTIVITIES</b>	<b>SEQUENTIAL ACTIVITIES</b>
Activities that can be done at the same time as other activities are being carried out ✓	Activities that are dependant on the completion of other activities ✓

(4)

TOTAL = 60

## MEMORANDUM

### QUESTION 4: BUSINESS ROLES

4.1.1. Deception and dishonesty ✓

4.1.2. Lack of transparency ✓

4.1.3. Tax avoidance ✓

4.1.4. Unauthorised use of funds ✓

4.1.5. Invasion of privacy ✓

4.2.1. Unauthorised use of funds, he began using his business credit card for small personal expenses ✓

4.2.2. People behaving according to moral standards, etc. ✓

4.2.3.

- Conduct internal audits regularly ✓✓
- Put systems into place to control use of funds ✓✓
- Include the penalties for unauthorised use of funds in the code of conduct ✓✓
- Division of duties ✓✓

(any 3x2)

4.2.4.

- Do not start a new venture at the expense of another company ✓✓
- Pay employees a fair wage ✓✓
- Pay the correct taxes to SARS ✓✓
- Treat all employees equally ✓✓
- Operate a social responsibility programme ✓✓
- Use ethical methods to advertise the company products ✓✓

(any 4x2)

4.3.1. Delphi technique, Hajra's Clothing chose a panel of experts and designed questionnaires for them to answer. ✓✓

4.3.2.

- Carefully select a panel of experts to answer a questionnaire ✓
- Experts answer the questionnaire anonymously ✓
- The answers are processed ✓
- From the answers of the first questionnaire, a second questionnaire is developed ✓
- This process continues until the answers provided by the experts show that they agree with one another. ✓

4.3.3.

- Step1- identify the problem ✓
- Step2- define the problem ✓
- Step3- formulate the strategy ✓
- Step4- decide to implement the strategy ✓
- Step5- allocate resources ✓
- Step6- monitor the solving of the problem ✓
- Step7- evaluate to what extent the problem has been solved ✓

4.3.4.

PROBLEM SOLVING	DECISION MAKING
Process of finding solutions to difficult issues ✓	The action or process of making important decisions ✓

4.4.1. Subsidised housing ✓, accommodation ✓ and medical aid ✓ for their employees (any 2)

4.4.2.

- Take up a hobby ✓
- Do something different such as gardening, painting, going to the movies ✓
- Spend more time with family and friends ✓
- Eat healthy foods ✓
- Engage in regular exercise ✓
- Relax and do quiet activities ✓ (any 4)

4.4.3.

- Notice your distress- do not ignore it ✓
- Determine what events distress you. ✓
- Determine how your body responds to the stress. ✓

4.4.4.

- Exercise three to four times a week ✓
- Eat well-balanced nutritious meals ✓
- Maintain your ideal weight ✓
- Avoid nicotine, excessive caffeine and other stimulants ✓
- Mix work with leisure. Take breaks whenever you can ✓
- Get enough sleep ✓

max 6 .



**QUESTION 5 – [BUSINESS OPERATIONS]**

5.1.1 Intermediaries ✓✓

5.1.2 Mass production ✓✓

5.1.3 Corrective action ✓✓

5.1.4 Routing ✓✓

(8)

**5.2.1 IDENTIFY THE DEPARTMENT THAT DEALS WITH ADVERTISING A BUSINESS'S PRODUCTS AND SERVICES.**

- Marketing ✓✓

(2)

**5.2.2 SEVEN(7) ELEMENTS OF MARKETING**

- Locating the consumer ✓✓
- Standardization and grading ✓✓
- Storage ✓✓
- Transportation ✓✓
- Financing ✓✓
- Risk-taking ✓✓
- Buying and selling ✓✓

(14)

**5.2.3 ANY FIVE(5) PRINCIPLES OF ADVERTISING**

- The advertiser must know and understand the product being advertised. ✓✓
- Only good-quality goods should be advertised. ✓✓
- The correct advertising medium must be chosen. ✓✓
- Incorrect information must be avoided ✓✓
- Competitors must not be criticized. ✓✓
- The advertisement should have a simple, striking design.
- The advertisement must have an appropriate slogan.
- When a product belongs to a family of related products the group relation should be stressed.
- Every advertisement is an opportunity to improve the image and reputation of the business.
- The advertising budget must be kept as low as possible and spent effectively.

(10)

**5.3.1 IDENTIFY TYPE OF RECRUITMENT. MOTIVATE ANSWER**

- External recruitment ✓
- They have advertised the vacant position in the local newspaper and on the internet. ✓✓

(3)

**5.3.2 FOUR(4) ADVANTAGES OF THE RECRUITMENT IN 5.3.1**

**EXTERNAL RECRUITMENT**

- New candidates bring new ideas, insight, talent and experience to the business. ✓
- Businesses can comply to the legal requirements for diversity. ✓
- A larger variety of candidates that can be selected from. ✓
- Cost of training staff development will decrease, because the business chooses the candidate with the requisite qualifications, skills, personality, etc. ✓
- ACCEPT ANY OTHER RELEVANT ANSWER/S

(8)

**5.3.3 NAME ANOTHER TYPE OF RECRUITMENT**

- Internal recruitment ✓✓

(2)

**5.4 DIFFERENCES BETWEEN:**

<b><u>JOB DESCRIPTION</u></b>	<b><u>JOB SPECIFICATION</u></b>
Written description of the job and its requirements/duties. ✓✓	Written description of the <b>characteristics and qualifications</b> required of the person that will fill the job. ✓✓
Includes detail such as: <ul style="list-style-type: none"> <li>• Job title</li> <li>• Main purpose of the job</li> <li>• Duties and responsibilities</li> <li>• Department in which the job is performed</li> <li>• Required performance standards</li> </ul>	Includes detail such as: <ul style="list-style-type: none"> <li>• Physical requirements</li> <li>• Qualifications required</li> <li>• Training required</li> <li>• Minimum experience required</li> <li>• Expertise and skills required</li> </ul>

(4)

**5.5.1 IDENTIFY THE PEOPLE THAT CAN CONDUCT AN INTERVIEW, FROM THE SCENARIO.**

- Individuals ✓
- Human Resource Manager ✓
- Panel of people ✓

(3)

**5.5.2 DISCUSS THE INTERVIEW PROCESS**

- **MAKE A CONNECTION** ✓
  - ☞ The interviewer must try to make the applicant feel at ease, while also assessing the first impressions made by the applicant. ✓
- **COLLECTING INFORMATION FROM THE APPLICANT** ✓
  - ☞ The interviewer must ask relevant and comprehensive questions so he/she can decide whether the person is the best applicant. ✓
- **ANSWERING APPLICANT'S QUERIES** ✓
  - ☞ The applicant should have the opportunity to ask relevant questions about the business and the position advertised. ✓

(6)

[60 MARKS]

**QUESTION SIX : MISCELLANEOUS**

**BUSINESS ENVIRONMENT**

6.1

	BUSINESS SECTOR	MOTIVATION
BOTMAS MEALIE FARM (PTY)LTD	PRIMARY SECTOR ✓✓	Supplies mealies to the local market..... ✓
PIONEER FOODS LTD	SECONDARY SECTOR ✓✓	Manufacture of maize meal. ✓

(6)

**6.2.1 SCARCITY**

- Unavailability or lack of natural resources ✓
- **EFFECT ON OPERATIONS AND PRODUCTIVITY**
- Business is under constant pressure to develop and use sustainable resources that can be managed and replaced throughout their operations and production. ✓

(3)

**6.2.2 RESULTS OF INEFFICIENT USE OF RESOURCES**

- Results in waste ✓
- Loss of income ✓
- Decrease in profits ✓

(3)

**BUSINESS VENTURES**

6.3

(PTY) LTD	LTD
* Private company ✓	* Public Company ✓
* Not listed on the JSE ✓	* Listed on the JSE ✓
* Financial statements are not published ✓	* Financial statements must be published ✓
* Min. one director ✓	* Min. 3 directors ✓
* Does not sell shares to the public ✓	* Shares sold to the public ✓

(10)

**6.4.1 ADVANTAGES OF OUTSOURCING**

- Allows you to focus on important business activities ✓
- Operations where costs are running out of control must be considered for outsourcing ✓
- Staffing flexibility is possible ✓
- Will provide continuity during periods of high turnover ✓
- Brings people with skills into the company. ✓

(8)

## QUESTION 6: MISCELANEUOS

### BUSINESS ROLES

6.5.

6.5.1 Unprofessional ✓✓

6.5.2 Unprofessional ✓✓

6.5.3 Unethical ✓✓

6.6.

6.6.1 • Good relations ✓

• Integrity ✓

• Mindfulness ✓

• Opportunities for reflections ✓ (any 3)

6.6.2.

• Following advertising standards ✓✓✓

• Adopting ethical trading standards ✓✓✓

**BUSINESS OPERATIONS**

6.7

NO. OF UNITS PRODUCED	FIXED COSTS	VARIABLE COST	TOTAL PRODUCTION COST
900	20 000 ✓	45 000 ✓✓	65 000 ✓✓
1 000	20 000 ✓	50 000 ✓✓	70 000 ✓✓

(9)

6.8

FIXED COST	VARIABLE COSTS
• Are costs that remain the same every month and have no direct relationship to the number of units produced ✓	• Are cost that change according to how much is produced. ✓

(2)

6.9. **TWO(2) DISADVANTAGES OF JOB PRODUCTION**

- Requires highly specialized skills. ✓
- High cost per item produced. ✓

(4)

## SECTION C

### QUESTION 7 – [BUSINESS ENVIRONMENTS]

#### 7.1 INTRODUCTION

- The three business environments, namely micro, market and macro environments are very important to a business as it poses certain challenges. ✓
- Since, the micro environment is the internal business environment, it is necessary for the business to come up with strategies to overcome challenges that occur in this environment. ✓ (max. 2)

#### 7.2 PORTER'S FIVE FORCES

POWER OF SUPPLIERS //	Suppliers have the tendency of driving up prices, especially if there's only one supplier. Ability of suppliers to influence potential buyers. ✓
POWER OF BUYERS //	Buyers tend to drive down prices, as they have the choice of where to buy their goods and services. Ability of buyers of the product/services in an industry to influence suppliers. ✓
COMPETITIVE RIVALRY //	These are businesses that sell the same and similar goods and services. Business's must keep updated with competitors prices and promotions. The competitive relationship between dominant companies in the industry. ✓
THREAT OF NEW ENTRY/ENTRANT //	The ease at which a new competitor can enter the market. The extent to which a new competitor can enter the market. ✓
THREAT OF SUBSTITUTION //	Business have to be aware of products that can be substituted for products that they sell. The extent to which alternative products/services may diminish the need for existing products. ✓

(max. 15)

#### 7.3 DEFINE THE TERM COMPETITORS

- These are businesses that sell the same/similar goods and services as your business. ✓
- They lower their prices to capture the market share.
- A competitor is another business that offers similar or identical goods and services.
- There is direct competition when goods and services are identical or similar. ✓ (max. 2)

#### 7.4 CHALLENGES IN THE MICRO ENVIRONMENT

##### 7.4.1 DIFFICULT EMPLOYEES

- Tend to demoralize their co-workers. ✓
- They create tension in the workplace and hamper productivity. ✓
- These people have to be dealt with by the book, in terms of verbal warnings, letters of warning and disciplinary hearings. ✓ (max. 6)

#### 7.4.2 LACK OF MANAGEMENT SKILLS

- This has been the reason for many businesses closing down.
  - Of the four factors of production (natural resources, capital, labour, entrepreneurship) it is the entrepreneur that utilizes the other factors in the most economical and effective way to make the business successful.
- (max. 4)

#### 7.4.3 UNIONS, STRIKES AND GO-SLOWS ACTIONS

- Corrupt union officials could influence workers negatively into taking part in strikes and go-slow actions.
  - This will lead to loss in production, tension and stress in the workplace.
  - Strikes not only cost the business money, but also affect the workers negatively.
  - It is therefore in the best interest of both the unions and business to have a good working relationship.
- (max. 6)

#### 7.5 FUNCTIONS OF TRADE UNIONS

- To enter into collective bargaining agreements on behalf of employees concerning pay, safety and work conditions.
  - To advise employers on their human resource policies and practices. As the representatives of workers, the union is in the best position to provide advice on the labour practices of a business.
  - To formulate and represent workers' rights at statutory level. Trade unions must influence the making of laws and policies that benefit their members.
  - To promote greater participation of workers in management decisions that affect them. Employees should have the opportunity to provide their input on decisions that will affect them directly, for example, the relocation of a business.
  - To organize strikes and other industrial action to strengthen the demands of workers. Industrial action is always used as a bargaining tool in negotiations with employers and employer groups.
  - To represent workers in disputes and grievances with their employers. Union workers will also represent their members in disciplinary inquiries.
  - To ensure the welfare and education of their members and their children. Unions make their members aware of issues such as HIV/AIDS, financial planning and social benefits.
  - ANY OTHER ACCEPTABLE ANSWER RELATED TO FUNCTIONS OF TRADE UNIONS
- (max. 13)

#### 7.6 CONCLUSION

- If management is able to prevent all of the above challenges from occurring by coming up with possible solutions before hand, then the business will be successful and sustainable in the future. ✓✓ (max. 2)

**BREAKDOWN OF MARK ALLOCATION**

<b>Details</b>	<b>Maximum</b>	<b>Total</b>
Introduction	2	Max 32
Porter's forces	15	
Explanation of competitors	2	
Difficult employees	6	
Lack of management skills	4	
Unions, strikes, and Go-slows	6	
Functions of trade unions	13	
Conclusion	2	
<b>INSIGHT</b>		
Layout		2
Analysis, interpretation		2
Synthesis		2
Originality/Examples		2
<b>TOTAL MARKS</b>		<b>40</b>

**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 EIGHT : BUSINESS VENTURES**

**INTRODUCTION**

- Information often needs to be presented to different groups of people, such as senior management or the general workforce. ✓
- During presentation, the presenter must ensure that the listener interprets the information correctly. ✓

2

**BODY**

1.

VERBAL PRESENTATION	NON-VERBAL PRESENTATION
Is an oral presentation delivered to an audience ✓✓	Is mostly done by means of printed material ✓✓

4

**2. FACTORS TO ESTABLISH BEFORE THE PRESENTATION**

- Who is your audience? Who is the target market? ✓✓
- Where will the presentation take place? (venue?) ✓✓
- Which part of the information will be of particular interest to the recipients? ✓✓
- How can you arrange the material so that it is easily understood? ✓✓
- How long will the presentation be? ✓✓
- Will it be verbal or done in another form? ✓✓
- What aids can be used to make the presentation more meaningful? ✓✓

14

**3. VISUAL AIDS - HOW TO USE**

POWER POINT SLIDE	OVERHEAD PROJECTOR
Images are projected onto a whiteboard but created on a computer programme. ✓ Control the computer with a remote to maintain control with the audience. ✓	Reflects an image onto a whiteboard. ✓ Use a transparency prepared manually. ✓ Project diagrams and tables onto the transparency. ✓

10

**4. FEEDBACK AND RESPONDING TO QUESTIONS**

- Allow for questions - shows that you are confident about your presentation ✓
- Try to anticipate possible questions and prepare appropriate answers ✓
- Decide how many questions you will allow and do not exceed the allocated time ✓
- Be assertive when answering questions but take care not to be aggressive ✓
- Spread the questions amongst the audience - do not allow one person to dominate the session and be assertive ✓
- If the questions are controversial, allow the audience to participate, but make sure to limit discussion. ✓
- Make notes to refer questions that are out of context to the relevant person ✓
- Use the question and answer session to wrap up your presentation ✓
- Apologise for any errors/omissions that may have been made in the presentation. ✓

Max. 16.

**CONCLUSION**

- Verbal presentation is very common method of exchanging information. It is not a good idea to conduct the entire presentation verbally since it is likely to become boring. ✓✓

2

**BREAKDOWN OF MARKS ALLOCATIONS**

<b>DETAILS</b>	<b>MAXIMUM</b>	<b>TOTAL</b>
Introduction	2	32
Factors before presentation	14	
Verbal and non-verbal presentation		
Visual aids	10	
Feedback	16	
Conclusion	2	
<b>INSIGHT</b>		
LAYOUT	2	8
ANALYSIS	2	
SYNTHESIS	2	
ORIGINALITY	2	
<b>TOTAL</b>		40

## QUESTION 9: BUSINESS ROLES

### INTRODUCTION

Success in a business depends on how well team members relate to each other and combine their talents, skills and expertise to reach one common business goal. Teamwork results in ultimate success for the business. ✓

max 2

### BODY

#### 1. IDENTIFY FOUR ESSENTIAL ELEMENTS OF A SUCCESSFUL TEAM

- Purpose and goals ✓
- Interdependence ✓
- Commitment ✓
- Accountability ✓

max 4

#### 2. DISCUSS THE FORCES THAT INFLUENCE TEAM DYNAMICS

- **Team roles**- every member of a team has a role. If there is a team leader, members of the team need to respect the leader and follow the decision taken by the leader.
- **Processes/methodologies/procedures**- businesses will differ in the way they solve problems and implement different processes. Teams must follow these processes.
- **Organisational culture**- incentives can be provided to motivate teams to do their best and strengthen team spirit.
- **Personality styles**- all people work and think differently, some can do more than others. Being part of a team creates a sense of belonging and encourages commitment.
- **Office layout**- some offices are designed around strengthening or hampering the work of teams. If physical structures are diving the optimal functionality of a team, these can be removed.
- **Tools and technology**- teams must be able to communicate efficiently e.g. by using email, bulletin boards, etc.

max 8

#### 3. FOUR PROBLEMS THAT OCCUR WITHIN TEAMS AS WELL AS SOME SUGGESTED SOLUTIONS TO EACH PROBLEMS.

PROBLEMS	SOLUTIONS
Some members dominate ✓	Assign them to take notes ✓
Side conversations ✓	Ask offenders to tell the team what they are discussing ✓
Non-participating members ✓	Ask them specifically for input ✓
Negativity ✓	Continually make sure the team agree ✓

max 8

#### 4. OUTLINE AND BRIEFLY EXPLAIN THE FIVE STAGES OF TEAM DEVELOPMENT

- **Stage 1- Forming** ✓✓
  - The initial stage when people are still getting to know each other's last few days/weeks.
- **Stage 2- Storming** ✓✓
  - The enthusiasm of the forming stage quickly falls away when the team begins to face technical, interpersonal and social problems. ✓
- **Stage 3- Norming** ✓✓

- The team starts working through individual and social issues and start to settle down. ✓
- **Stage4- Performing** ✓✓
  - Things begin to fall into place and members start helping each other, conflict disappears, problems are solved and successive goals are achieved and exceeded. ✓
- **Stage5- Adjourning** ✓✓
  - Teams assembled for a specific project length of time go through a fifth stage, called adjourning, which is when the team breaks up. ✓

max 16

**CONCLUSION:**

No matter what type of team is formed, teamwork has benefits for the entire company. The above information shows that with many people working together, efficiency is greater. ✓

max 2

**MARK ALLOCATION**

DETAILS	MAXIMUM	TOTAL
Introduction	2	
Identify FOUR essential elements of a successful team	4	MAX 32
Discuss the forces that influence team dynamics	8	
FOUR problems that occur within teams as well as some suggested solutions to each problems.	8	
Outline and briefly explain the FIVE stages of team development	16	
Conclusion	2	
Layout		2
Analysis		2
Synthesis		2
originality		2
<b>TOTAL</b>		<b>40</b>

## QUESTION 10 – [BUSINESS OPERATIONS]

### 10.1 INTRODUCTION

- The human resource department of a business, deals with the recruitment, selection, placement and induction of employees/staff. ✓
- This department also draws up policies and procedures that need to be followed by all employees, as well as employment contracts that need to be signed by both parties. ✓ (max. 2)

### 10.2.1 RULES AND REGULATIONS OF BASIC CONDITIONS OF EMPLOYMENT ACT (BCEA)

- Regulates minimum wages and working time. ✓✓
- Regulates leave. ✓✓
- Regulates how employment is terminated. ✓✓
- Prohibits the employment of children and forced labour. (max. 6)

### 10.2.2 RULES AND REGULATIONS OF LABOUR RELATIONS ACT (LRA)

- Offers codes of good practice. ✓✓
- Regulates the rights of trade unions. ✓✓
- Deals with strikes and lockouts. ✓✓
- Deals with workplace forums. ✓✓ (max. 8)

### 10.3 ADVANTAGES OF AN INDUCTION PROGRAMME

- It allows new employees to settle in quickly and become productive and efficient employees. ✓
- It increases motivation and enthusiasm. ✓
- It reduces staff turnover, lateness and absenteeism. ✓
- It develops leadership and guidance. ✓
- It ensures that all rules and regulations are known and understood.
- It reduces the need for long-term training and skills development. (max. 10)

### 10.4 RECRUITMENT PROCESS/PROCEDURE

- ANALYSING THE JOB ✓
  - Create a job description and specify the characteristics and skills the applicant will require. ✓
- DECIDING ON RECRUITMENT SOURCES ✓
  - Decide whether company wants to fill the position through internal and/or external recruitment. ✓
- COMPOSING THE ADVERTISEMENT ✓
  - Includes the type of person needed, the skills required, how to apply and the closing date of application. ✓
- PLACING THE ADVERTISEMENT ✓
  - Advertisements can be placed in appropriate places, shop windows, on noticeboards, in newspapers, on websites, etc. ✓

(max. 8)

**10.5 SELECTION PROCESS/PROCEDURE**

- **GATHERING AND READING APPLICATIONS** ✓
  - ☞ The applicants' skills must be compared to those required by the advertisement. ✓
  
- **COMPARING A SHORTLIST** ✓
  - ☞ The interviewer should decide on the most suitable applicants. ✓
  
- **CONDUCTING A PRELIMINARY INTERVIEW AND RELEVANT TESTS** ✓
  - ☞ Medical, personality and/or skills-based tests may be conducted. ✓
  
- **CONDUCTING THE MAIN INTERVIEW** ✓
  - ☞ The interviewer (and interviewee) have the chance to ask more in-depth questions. ✓
  
- **CHOOSING THE MOST APPROPRIATE CANDIDATE** ✓
  - ☞ The interviewer must identify the person best suited for the advertised job. ✓
  
- **CONSULTING CONTACTABLE REFEREES AND CHECKING OTHER REFERENCES** ✓
  - ☞ Checks must be performed to confirm character, skills and qualifications as provided by best applicant. ✓
  
- **OFFERING THE JOB TO THE CHOSEN CANDIDATE** ✓
  - ☞ An offer letter is sent to the applicant who has been chosen. ✓

(max. 14)

**10.6 CONCLUSION**

- It should now be clear for Sylvanus to understand that in order for the most suitable person to be placed in the correct position, it is important that the recruitment and selection procedures be adhered to in conjunction with the necessary legislation, as this will help with drawing up the employment contract correctly. //

(max. 2)

**BREAKDOWN OF MARK ALLOCATION**

Details	Maximum	Total
Introduction	2	Max 32
Rules/regulations of BCEA	6	
Rules/regulation of LRA	8	
Advantages of an Induction Programme	10	
Recruitment process/procedure	8	
Selection process/procedure	14	
Conclusion	2	
<b>INSIGHT</b>		
Layout		2
Analysis, interpretation		2
Synthesis		2
Originality/Examples		2
<b>TOTAL MARKS</b>		<b>40</b>

**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.