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Department:  
Education  
**PROVINCE OF KWAZULU-NATAL**

**CURRICULUM 10-12 DIRECTORATE**

# **NCS(CAPS) SUPPORT DOCUMENT**

**LEARNER ASSISTANCE REVISION DOCUMENT**

## **BUSINESS STUDIES**

### **GRADE 12**

### **2020**

## **ACKNOWLEDGEMENTS**

- This document should be used for informal assessment tasks activities and revision purposes.
- This document consists of low and middle order questions in SECTION B.
- Higher order cognitive levels are covered in Section C questions i.e. Essay type-questions.
- Previous NSC and SCE papers were used i.e.
  - Feb/March 2017
  - May/June 2017
  - November 2017
  - Feb/March 2018
  - May/June 2018
  - November 2019

## CLASSIFICATION OF SUBTOPICS ACCORDING TO MAIN TOPICS

### BUSINESS STUDIES PAPER 1 TOPICS

<b>BUSINESS ENVIRONMENT</b>	<b>Term</b>	<b>BUSINESS OPERATIONS</b>	<b>TERM</b>
Macro environment: Impact of recent legislation on businesses	1	Human resources function	1
Macro Environment: Business Strategies	1	Quality of performance	2
Business Sectors and their Environments	2		

### BUSINESS STUDIES PAPER 2 TOPICS

<b>BUSINESS VENTURES</b>	<b>TERM</b>	<b>BUSINESS ROLES</b>	<b>TERM</b>
Management and leadership	2	Ethics and professionalism	1
Investment: Securities/Opportunities	2	Creative thinking and Problem solving	1
Investment: Insurance	2	Social Responsibility and Corporate Citizenship Corporate Social Responsibility	3
Forms of ownership with the focus on how they can contribute to the success/failure of a business.	3	Human rights, Inclusivity and environmental issues	3
Presentation and data response	3	Team performance assessment Conflict management	2

## 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 (1.1.1–1.1.10) in the ANSWER BOOK, for example 1.1.11 B.

1.1.1 ... communicate largely by means of interaction, behaviour or charisma.

- A Leaders
- B Followers
- C Employees
- D Subordinates

1.1.2 An over-insured warehouse implies that it is insured for ...

- A less than its replacement value.
- B less than its actual value.
- C more than its market value.
- D equal to its book value.

1.1.3 Joseph has just been appointed as the maintenance supervisor at Blue Beach Hotel. He will receive the policies and procedures manual of the hotel during the ... programme.

- A placement
- B induction
- C recruitment
- D screening

1.1.4 DJ Vynil plays music at events on a part-time basis. The demand for his services has increased and he is considering making it his full-time business. A weakness revealed by his SWOT analysis could be ...

- A municipal by-laws that limit noise levels in certain areas.
- B expensive sound systems.
- C more invitations to high-profile events.
- D experience as a DJ.

1.1.1 The procedure where all CVs received are evaluated against pre-determined criteria:

- A Training
- B Selection
- C Placement
- D Recruitment

- 1.1.2 Sasha's Hair Studio can offer better quality services, because she ...
- A employs many talented hairdressers.
  - B can afford only the best available hair equipment.
  - C has unlimited access to investors.
  - D can communicate directly with customers to determine their satisfaction levels.
- 1.1.3 ONE of the roles of the health and safety representative:
- A Identify potential dangers in the workplace
  - B Report product defects
  - C Make a monetary contribution to the central fund
  - D Charge workers who do not comply with safety measures

### QUESTION 1

- 1.1.1 The ... leadership theory encourages followers to accept immediate change in the workplace.
- A situational
  - B leaders and followers
  - C transformational
  - D trait
- 1.1.2 A visual presentation of a set of sales figures shown as a series of rectangles:
- A Line graph
  - B Bar graph
  - C Table
  - D Diagram
- 1.1.3 Thembi allows Joyce time to speak in an angry manner without attacking her. This is an example of dealing with a(n) ... personality.
- A complaining
  - B quiet
  - C expert
  - D aggressive
- 1.1.4 A business contributes towards the well-being of its employees by ...
- A providing recreational facilities.
  - B allowing them to work overtime without pay.
  - C encouraging those who are not physically fit for work to resign.
  - D excluding them from decision-making.

1.1.5 Which ONE of the following aspects is NOT included in an induction programme?

- A Introduction to senior management and close colleagues
- B Information about the products of the business
- C Overview of the business
- D Counselling sessions

1.1.6 Businesses use quality ... to direct key processes so that the correct quality standards are met.

- A control
- B management systems
- C assurance
- D performance

1.1.7 The ... procedure matches the requirements of a post with the strengths of a candidate.

- A remuneration
- B recruitment
- C placement
- D induction

(10 x 2) (20)

#### 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 (1.1.1–1.1.10) in the ANSWER BOOK, for example 1.1.11 D.

1.1.1 The ... makes provision for the establishment of the CCMA and bargaining councils.

- A National Credit Act, 2005 (Act 34 of 2005)
- B Consumer Protection Act, 2008 (Act 68 of 2008)
- C Employment Equity Act, 1998 (Act 55 of 1998)
- D Labour Relations Act, 1995 (Act 66 of 1995)

1.1.2 Comfort Furniture specialises in the distribution of office furniture.

It operates in the ... sector.

- A primary
- B secondary
- C tertiary
- D public

1.1.3 Clinton invested R2 000 in a savings account at ABC Bank at 8% simple interest per year. He will earn ... interest after two years.

- A R160
- B R320
- C R2 160
- D R2 320

1.1.4 The government holds the majority of shares in this form of ownership:

- A. Sakhisizwe SOC Ltd
- B. Neil (Pty) Ltd
- C. Johns Ltd
- D. Zamani and Son

1.1.5 Team members gather information and impressions about each other in this stage of team development:

- A. Mourning/Adjourning
- B. Storming
- C. Norming
- D. Forming

1.1.6 The right to choose and practise a religion is an example of ... rights.

- A economic
- B social
- C consumer
- D cultural

1.1.7 Creative thinking in the workplace means ... to solve business problems.

- A using old ways
- B generating innovative ideas
- C using routine thinking
- D allowing one employee

1.1.8 The process of matching a new employee's skills and abilities with the requirements of a job:

- A Selection
- B Job analysis
- C Placement
- D Recruitment

1.1.9 The ... function ensures that accurate information is available to management for decision-making.

- A financial
- B administration
- C public relations
- D marketing

1.1.10 The role of the interviewer is to ...

- A. know the job specification and job description.
- B. explain how he/she has dealt with past mistakes.
- C. know his/her strengths and weaknesses and be prepared to discuss it.
- D. ask the same candidates different questions.

**(10 x 2) (20)**

## 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 numbers (1.1.1 to 1.1.10) in the ANSWER BOOK, e.g. 1.1.11 B.

1.1.1 This Act regulates the implementation of affirmative action when businesses make new appointments:

- A Consumer Protection Act, 2008 (Act 68 of 2008)
- B Employment Equity Act, 1998 (Act 55 of 1998)
- C Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)
- D Labour Relations Act, 1995 (Act 66 of 1995)

1.1.2 Yashika Supermarket has ... control over challenges related to its vision and mission statement.

- A full
- B no
- C limited
- D little

1.1.3 It is compulsory for ... to hold an annual general meeting for its shareholders.

- A Shark Tale General Dealer (Pty) Ltd
- B Shrek Building Appliances CC
- C Incredible Toy Store Ltd
- D Healthy Living NPC

1.1.4 This aspect should be considered when designing a multimedia presentation:

- A Prepare for the feedback session
- B Cover a large amount of information
- C Keep eye contact with the audience
- D Choose relevant images

1.1.5 Thrums Traders insured their building for R80 000. The actual value of the building is R100 000. Damages caused by fire amounted to R50 000. What will be the compensation for the loss?

- A R100 000
- B R80 000
- C R62 500
- D R40 000



1.1.6 Businesses use team dynamics theories to...

- A. promote total satisfaction.
- B. allocate tasks according to the roles of team members.
- C. allocate tasks to team members with similar personalities.
- D. encourage competition within teams.

1.1.7 When resolving differences between employees in the workplace, management needs to...

- A. dismiss the affected worker.
- B. shift the blame.
- C. address the causes of conflict.
- D. transfer the difficult worker.

1.1.8 The process a senior manager uses to choose the best solution, is known as...

- A. problem solving.
- B. routine thinking.
- C. decision making.
- D. brainstorming.

1.1.9 A framework that businesses use to manage key processes to maintain good standards:

- A. Quality control
- B. Quality management systems
- C. Quality management
- D. Quality performance

1.1.10 The process of choosing the five most suitable candidates for the job is known as ...

- A. interview.
- B. recruitment.
- C. reference checking.
- D. shortlisting

**(10 x 2) (20)**

## **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 numbers (1.1.1 to 1.1.10) in the ANSWER BOOK, e.g. 1.1.11 D.

1.1.1 The aim of this Act is to protect consumers against unfair reckless lending by businesses:

- A. Consumer Protection Act (CPA), 2008 (Act 68 of 2008)
- B. Employment Equity Act (EEA), 1998 (Act 55 of 1998)
- C. National Credit Act (NCA), 2005 (Act 34 of 2005)
- D. Labour Relations Act (LRA), 1995 (Act 66 of 1995)

1.1.2 Teddy Car Manufacturers implemented the ... integration strategy when they bought Tail Motors Spares.

- A horizontal
- B intensive
- C forward
- D backward

1.1.3 ABC Paints operate in the ... sector as they specialise in the manufacturing of paint.

- A secondary
- B primary
- C tertiary
- D economic

1.1.4 William, the manager of Eden Supermarket, applies the ... leadership style when delegating tasks to followers without supervision.

- A autocratic
- B bureaucratic
- C laissez-faire/free-reign
- D charismatic

1.1.5 The ... company provides essential services such as water and electricity at reasonable prices.

- A personal liability
- B state-owned
- C public
- D private

1.1.6 An example of a non-verbal presentation is information in the form of a/an ...

- A written report.
- B data projector.
- C video conferencing.
- D oral report.

1.1.7 This problem-solving technique requires each employee to first generate his/her own ideas and then share them with members:

- A Brainstorming
- B Force-field analysis
- C Empty chair technique
- D Nominal group technique

1.1.7 Goal Ltd contributes towards the well-being of their employees by

- A. giving them the right to freedom of association.
- B. providing recreational facilities.
- C allowing them longer break intervals despite tight deadlines.
- D providing transport to all employees regardless of working hours

1.1.9 The ...function ensures reliable capturing and storing of data/ information.

- A purchasing
- B human resource
- C administration
- D production

1.1.10 The process of matching a new employee's skills and abilities with the requirements of a job is known as ...

- A placement.
- B selection.
- C recruitment.
- D training.

**(10 x 2) (20)**

- 1.1 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1–1.2.5) in the ANSWER BOOK. Each word should only be used ONCE.

decision-making; National Credit Act; problem-solving; managers;  
retirement; piecemeal; retrenchment; Consumer Protection Act;  
leaders; time-related; Porter's Five

- 1.1.1 ...forces businesses to disclose more information about their products and processes.
- 1.1.2 ... have authority because of their position in the company.
- 1.1.3 ... is usually applied to reduce the number of employees due to restructuring in the business.
- 1.1.4 ... requires creative thinking skills to generate and evaluate alternative solutions.
- 1.1.5 ... salary determination is used to pay employees when agreed-upon parts of a project are completed.

**(5 x 2) (10)**

- 1.2 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1–1.2.5) in the ANSWER BOOK. Each word should only be used ONCE.

fringe; dispute; Consumer Protection; shareholders; grievance;  
Compensation for Occupational Injuries and Diseases; dividend;  
partners; rent; compulsory

- 1.2.1 The ... Act creates a framework for healthy employment practices and safety regulations.
- 1.2.2 Investors who own part of a company are called ...
- 1.2.3 An employee can lodge a ...when he/she disagrees with the resolution taken by senior management.
- 1.2.4 Income earned from investing in property is known as ...
- 1.2.5 Additional contributions made by the employer to the medical aid scheme of an employee, is an example of ... benefits offered by the business.

**(5 x 2)(10)**

1.3 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1–1.2.5) in the ANSWER BOOK.

RSA Retail Savings Bonds; m a c r o ; b a c k w a r d ; n o r m i n g ;  
continuous improvement to processes and systems; m i c r o - ;  
h o r i z o n t a l ; p e r f o r m i n g ; m a n a g e m e n t b y f a c t s ; f o r w a r d

- 1.3.1 The business has no control over the ... environment.
- 1.3.2 A minimum of R1 000 is required to invest in ...
- 1.3.3 During the ... stage of team development, team members are motivated to work towards a common goal.
- 1.3.4 The TQM element of ... includes the application of the PDCA model.
- 1.3.5 Chunky Cheese Ltd chose the ... integration strategy when they took over Daisy Dairy Farm.

**(5 x 2)(10)**

1.2 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1–1.2.5) in the ANSWER BOOK.

dispute; National Skills; manager; fixed deposits; grievance;  
leader; RSA Retail Savings Bonds; forced combinations;  
quality management; public relations

- 1.2.1 The ... Development Strategy guides the responsibilities of education and training stakeholders in South Africa.
- 1.2.2 Gert inspires his workers to do their best. He is therefore a good ...
- 1.2.3 An employee lodges a ... through a formal, written complaint to senior management.
- 1.2.4 The National Treasury of South Africa offers ... as a secure investment option.
- 1.2.5 Business operations meet the required standards through ..

**(5 x 2) (10)**

- 1.2 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question numbers (1.2.1 to 1.2.5) in the ANSWER BOOK.

debenture holders; Jungian; administration; description;  
interest;  
Belbin; dividend; marketing; shareholders; specification

- 1.2.1 The job ... outlines the minimum requirements of a vacancy.  
1.2.2 A reward paid out to shareholders on the profits of the business is known as ...  
1.2.3 Investors who lend money to a company are called ...  
1.2.4 The ... theory is based on the idea that people are born with preferences for certain attitudes and functions.  
1.2.5 Keeping business information up to date is the responsibility of the function.
- (5 x 2) (10)**

- 1.2 Complete the following statements by using the words provided in the list below. Write only the word(s) next to the question numbers (1.2.1 to 1.2.5) in the ANSWER BOOK.

simple interest; quality management; health and safety representative;  
one and a half of; recruitment; employer; compound  
interest; double; screening; quality

- 1.2.1 Ricky received ... his normal rate of pay for working on a public holiday.  
1.2.2 Thandeka earned ... calculated on the principal amount and accumulated interest.  
1.2.3 The responsibility of the ... is to provide all the necessary equipment for workers to perform their duties in a favourable work environment.  
1.2.4 The ability of goods/services to meet the specific needs of customers/clients, is known as ...  
1.2.5 Candidates' application forms are checked against the requirements of the job during the ... process.
- (5 x 2) (10)**

- 1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK, for example 1.3.6 K.

COLUMN A		COLUMN B	
1.3.1	Belbin role theory	A	different individuals work together towards one goal
1.3.2	Private company	B	responsible for selecting raw materials at the best prices
1.3.3	Strategy evaluation	C	assumes that people are born with a preference for certain attitudes and functions
1.3.4	Financial function	D	has to register and publish a prospectus
1.3.5	Storming stage	E	assumes that successful team performance is influenced by the behaviour of team members
		F	process of monitoring business activities and measuring performance
		G	process of using business tactics to overcome challenges
		H	power struggle for the position of team leader occurs sometimes
		I	responsible for preparing annual budgets
		J	shares are not freely transferable

(5 x 2)(10)

- 1.4 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK, for example 1.3.6 K.

COLUMN A		COLUMN B	
1.3.1	Bonus shares	A	remuneration based on the number of items produced
1.3.2	Strategy	B	ignoring the dress code of the business
1.3.3	Professional business conduct	C	issued by a company as compensation for start-up services provided
1.3.4	Piecemeal	D	employees may have access to health care in the workplace
1.3.5	Social rights	E	an action plan to achieve a pre-determined goal
		F	issued by a company to compensate for loss of dividends
		G	process to implement an action plan
		H	adhering to business policies at all times
		I	remuneration based on an agreed hourly rate
		J	employees may observe religious holidays

(5 x 2) (10)



b

- 1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK, for example 1.3.6 K.

<b>COLUMN A</b>		<b>COLUMN B</b>	
1.3.1	Creative thinking	A	provides training material for facilitators
1.3.2	National Skills Development Strategy	B	uses routine methods to solve problems
1.3.3	Production function	C	change in technology
1.3.4	Non-insurable risk	D	developing a moral compass for decision-making
1.3.5	Professionalism	E	improves access to training programmes
		F	selects reliable suppliers of raw materials
		G	property damage by natural disasters
		H	manufactures goods according to customers' specifications
		I	upholds the reputation of a business
		J	uses non-routine methods to solve problems

(5 x 2)

(10)

b

1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK, for example 1.3.6 K.

COLUMN A	COLUMN B
1.3.1 SETA	A an amount paid out due to loss of life
1.3.2 Fronting	keep staff informed of latest quality standards
1.3.3 Security	B solve business problems by consulting experts individually
1.3.4 Force-field analysis	C ensures equity in the workplace
1.3.5 Involvement of all employees/People-based management	D an amount paid out below market value
	E appointing black people in managerial positions
	F solve business problems by considering the pros and cons
	G misrepresentation of a company's BEE status
	H pays grants to businesses based on their workplace skills plans
	I keep shareholders satisfied with the quality standard
	J

(5 x 2) (10)

b

1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question numbers (1.3.1 to 1.3.5) in the ANSWER BOOK, e.g. 1.3.6 K.

COLUMN A		COLUMN B	
1.3.1	National Skills Development Strategy	A	applying the code of conduct of a profession
1.3.2	Insurable risk	B	provides for a system of credits that learners receive when they complete learnerships
1.3.3	Ethical behaviour	C	businesses may be insured against losses from changes in fashion and shoplifting
1.3.4	Decision-making	D	workers are paid according to the number of hours spent on a task
1.3.5	Piecemeal	E	a group of people generate alternative solutions and critically evaluate them
		F	provides career guidance and training centres
		G	a senior manager considers all alternatives before choosing the best solution
		H	businesses may be insured against losses from theft and fire
		I	forms part of a code of conduct to guide employees
		J	workers are paid according to the number of items produced

(5 x 2) (10)

b

- 1.3 Choose a description from COLUMN B that matches a term in COLUMN A.  
Write only the letter (A–J) next to the question numbers (1.3.1 to 1.3.5) in the ANSWER BOOK, e.g. 1.3.6 K.

COLUMN A		COLUMN B	
1.3.1	Consumer Protection Act	A	new candidates bring new talents and ideas to the business
1.3.2	Learnership	B	compels businesses to focus only on increasing profitability
1.3.3	Triple bottom line	C	a vacancy advertised on the notice board and in the newsletters of the business
1.3.4	External recruitment	D	consumers can lodge complaints with the National Credit Regulator
1.3.5	National Skills Development Strategy	E	obtaining skills without receiving a formal qualification
		F	includes action plans to ensure that the level of post-school education and training improves
		G	a framework that serves as a guideline for responsible and sustainable business practice
		H	stipulates that businesses may not market or sell goods at unfair prices
		I	a framework that classifies the levels of occupational qualifications
		J	includes practical work experience as part of training

(5 x 2) (10)

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**SECTION B**

**QUESTION 2: BUSINESS ENVIRONMENTS**

2.1 Name FOUR provisions of the Basic Conditions of Employment Act, 1997 (Act 75 of 1997). (4)

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

**TEDDY BRICKWORKS (TBW)**

Teddy Brickworks specialises in the manufacturing of bricks. One of their suppliers is Sand & Stone, which is sometimes out of stock. TBW's employees are regularly absent from work. The business recently obtained a loan from Cash Bank at a high interest rate.

2.2.1 Name the business sector in which TBW operate. Motivate your answer. (3)

2.2.2 Classify TBW's challenges according to the THREE business environments. State the extent of control TBW have over each environment. Draw the table below in the ANSWER BOOK to present your answer.

CHALLENGE	BUSINESS ENVIRONMENT	EXTENT OF CONTROL

(9)

**QUESTION 2: BUSINESS ENVIRONMENTS**

2.1 Name the SIX components of the PESTLE analysis. (6)

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

**GLEN SHUTTLE SERVICE (GSS)**

Glen Shuttle Service transports clients to and from the airport. Some clients have requested GSS to sell soft drinks while travelling. GSS has decided to merge with Clear Beverages to be able to satisfy the needs of their clients.

2.2.1 Identify the type of integration strategy that GSS applied in the scenario above. Motivate your answer. (3)

2.2.2 State TWO other integration strategies. (2)

2.2.3 Give THREE reasons why businesses may use integration strategies. (6)

**QUESTION 2: BUSINESS ENVIRONMENTS**

- 2.1 Name any FIVE aspects of the PESTLE analysis model. (5)
- 2.2 Identify a business strategy represented by EACH statement below:
- 2.2.1 Peter Bakery sold all its assets to pay creditors and closed down the business.
- 2.2.2 NTI Ltd has opened new branches in Nigeria and Chicago to increase their market share.
- 2.2.3 The owner of Excellency Book Shop decided to also sell coffee and cake in her shop.
- 2.2.4 Fresh Juices Unlimited bought Potgieter's grape farm.
- 2.2.5 Snow White Stores reduced the price of the new All White washing powder to encourage bulk buying. (10)
- 2.3 Outline any FOUR steps in evaluating a strategy. (8)
- 2.4 Read the scenario below and answer the questions that follow.

**MEGAN AFRICAN CUISINE (MAC)**

Megan owns a restaurant, Megan African Cuisine, which sells traditional food at reasonable prices. The municipality has invited MAC to open a traditional food stall at the cultural market on weekends. This market attracts many tourists and local customers.

MAC uses an old cash register that does not always accurately record all cash transactions. Suppliers have also increased their prices due to inflation. MAC is losing customers to Nozizwe Buy & Braai which sells pap and meat at very low prices. Megan does not have a good marketing strategy to retain her customers.

- 2.4.1 Compile a SWOT analysis for MAC. (8)

**QUESTION 2: BUSINESS ENVIRONMENTS**

- 2.1 Outline any FOUR steps in the development of a strategy (8)
- 2.2 Read the scenario below and answer the questions that follow.

**MARTHA & JANE FURNITURE (MJF)**

Martha & Jane Furniture specialises in selling office furniture. The profitability of the business has decreased due to high inflation rates and low income levels of customers. MJF had to pay a hefty (heavy) fine because they did not renew their trading license in time.

Redraw the table below in the ANSWER BOOK and then answer the questions that follow.

<b>CHALLENGE S (2.3.1)</b>	<b>PESTLE ELEMENT (2.3.2)</b>	<b>RECOMMENDATIONS (2.3.3)</b>
(a)		
(b)		
(c)		

- 2.3.1 Quote THREE challenges for MJF from the scenario above. (3)
- 2.3.2 Identify the PESTLE element that links to EACH challenge, quoted in QUESTION 2.3.1. (6)
- 2.3.3 Recommend ONE way in which MJF can deal with EACH challenge, (6)
- 2.4 Discuss THREE types of defensive strategies. (9)
- 2.5 Explain how businesses could apply the following Five Forces model:  
forces
- 2.5.1 Bargaining power of buyers/Buyer (4)
- 2.5.2 Competitive rivalry (4)

**QUESTION 2: BUSINESS ENVIRONMENTS**

- 2.1 List the THREE types of integration strategies. (3)

b

2.2 Name THREE types of business environments and state the extent of control businesses have over EACH environment.

Redraw the table below in the ANSWER BOOK to answer this question.

BUSINESS ENVIRONMENTS	EXTENT OF CONTROL
(a)	
(b)	
(c)	

(9)

2.3 Explain the provisions of the Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997) in terms of:

2.3.1 Sick leave

2.3.2 Annual leave

2.3.3 Maternity leave

(3 x 2) (6)

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

**BARKER INCORPORATED (BI)**

An employee of Barker Incorporated lost his hand due to an injury sustained while performing his duties. The management of the company is refusing to submit the claim to the Compensation Fund as they did not register the employee with the commissioner of the Compensation Fund.

2.4.1 Identify the Act that allows employees to claim for workplace injuries. Motivate your answer by quoting from the scenario above. (3)

2.4.2 Discuss the penalties that Barker Incorporated may face for not complying with the Act identified in QUESTION 2.4.1. (6)

2.5 Reade the scenario above and answer the questions that follow

**ROYAL STAR HOTEL (RSH)**

The management of Royal Star Hotel want to improve their strategic management process. They conducted an environmental scan and identified the following challenges:

- Many workers are late for work.
- The new Dawn Hotel charges lower prices for similar services.
- RSH is located in an area where the unemployment rate is high.

2.5.1 List the THREE industrial analysis tools that could be applied during the environmental scan. For EACH tool, quote ONE challenge from the scenario above. (9)



**QUESTION 2: BUSINESS ENVIRONMENTS**

- 2.1 List any FOUR forces of Porter's Five Forces model. (4)
- 2.2 Outline the role of SETAs in supporting the Skills Development Act, 1998 (Act 97 of 1998). (10)
- 2.3 Identify the pillar of the Broad-Based Black Economic Empowerment Act (BBBEE), 2003 (Act 53 of 2003) that Mpho Auditors has complied with in EACH statement below:
- 2.3.1 Mpho Auditors uses Themba Shuttle services to transport their employees.
- 2.3.2 They have donated laptops to schools in rural areas.
- 2.3.3 A learnership programme has been offered to all their employees.
- 2.3.4 Mpho Auditors has promoted two black females as heads of various departments. They have invited the Bakwena community to buy shares in their company. (10)
- 2.4 Distinguish between *product development* and *market development*. (8)
- 2.5 Read the scenario below and answer the questions that follow.

**MANGO GROOVE MANUFACTURERS (MGM)**

Mango Groove Manufacturers employed 50 workers to manufacture office furniture. MGM did not provide their employees with protective clothing and equipment. While operating a machine Gert permanently injured his arm. MGM advised him not to report the injury since they did not take the necessary precautions, according to the Act.

- 2.5.1 Name the Act MGM violated in the scenario above. (2)
- 2.5.2 Discuss the negative impact of the Act, identified in QUESTION 2.5.1, on MGM. (8)

b

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

**SUPER ENERGY ENTERPRISE (SEE)**

Super Energy Enterprise produce maize meal and instant soft porridge. They buy their raw material from Early Bird Maize Farm which is out of stock sometimes. SEE employees are regularly absent from work. The local government has instructed the management of SEE to register their products with the South African Bureau for Standards.

2.6.1 Name the business sector in which Super Energy Enterprise is operating. (1)

2.6.2 Identify THREE challenges for SEE's business and classify EACH challenge according to the business environment. Use the table below to answer this question.

CHALLENGE	BUSINESS ENVIRONMENT
(a)	
(b)	
(c)	

(9)

**QUESTION 2: BUSINESS ENVIRONMENTS**

2.1 Name THREE types of diversification strategies. (3)

2.2 Outline the role of SETAs in supporting the Skills Development Act (SDA), 1998 (Act 97 of 1998). (8)

2.3 Identify the leave provision stipulated in the Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997) that Quick Shoe Manufacturers complied with in EACH statement below:

2.3.1 Ruth, the secretary, was allowed to stay home for four consecutive months after her baby was born.

2.3.2 Ashley, the supervisor, is entitled to take up to 21 days leave per year.

2.3.3 John, the financial clerk, was given permission to take three to five days off work to attend to his sick mother.

2.3.4 Zodwa, the production manager, brought a medical certificate for taking three days off to recover from flu. (8)

b

- 2.4 Explain the purpose of the Labour Relations Act (LRA), 1995 (Act 66 of 1995). (8)
- 2.5 Discuss any THREE consumer rights as stipulated in the Consumer Protection Act (CPA), 2008 (Act 68 of 2008). (9)
- 2.6 Read the scenario below and answer the questions that follow.

**MEAT MARKET LTD**

Meat Market Ltd specialises in supplying fresh meat to customers. The company gave some of its shares to their previously disadvantaged employees. They were also offered learnership programmes.

- 2.6.1 Name the Act that Meat Market Ltd is complying with in the scenario above. (2)
- 2.6.2 Identify TWO pillars of the Act identified in QUESTION 2.6.1 that Meat Market Ltd implemented. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.6.2.

PILLARS	MOTIVATION
1.	
2.	

- 2.7 Explain how the following PESTLE elements/factors may pose challenges to businesses:
- 2.8
- 2.8.1 Economic (4)
- 2.8.2 Social (4)

**QUESTION 3: BUSINESS VENTURES**

- 3.1 State FOUR factors to be considered when responding to questions at the end of a presentation. (4)

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b

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

**BALOYI TRADERS (BT)**

Ms Green, a manager at Baloyi Traders, regularly requests employees to contribute ideas on how to increase business profits.

- 3.1.1 Name the leadership style that Ms Green is applying in the scenario above. Motivate your answer. (3)
- 3.1.2 Discuss the impact of Ms Green's leadership style identified in QUESTION 3.6.1 on Baloyi Traders. (8)

**QUESTION 3: BUSINESS VENTURES**

- 3.1 Identify the leadership style applied by Kobus Limited in EACH case below.
- 3.1.1 Employees are allowed to make their own decisions as long as they do not violate the company's policies. (2)
- 3.1.2 Employees are requested to give inputs during planning sessions. (2)
- 3.1.3 Employees are rewarded for meeting sales targets and punished for not meeting deadlines. (2)
- 3.2 Explain the role of personal attitude in successful leadership. (6)
- 3.2.1 Explain the functions of the JSE where KP can sell their shares. (10)
- 3.3 Thabo has to prepare a business presentation to management.
- 3.3.1 Discuss the factors that Thabo should consider before doing his presentation. (8)
- 3.3.2 Advise Thabo on aspects to be considered when designing a multimedia presentation. (6)

**QUESTION 3: BUSINESS VENTURES**

3.1 Identify the type of visual aid presented in EACH case below:

3.1.1 The financial manager is using slides to present financial reports to stakeholders.

3.1.2 The sales manager listed figures for November, December and January in columns to indicate sales turnover.

3.1.3 PSP Auditors are using web cameras on laptops and tablets to conduct meetings with stakeholders at distant locations. 3 x 2) (6)

3.2 Name FOUR factors that the presenter should consider during a presentation. (8)

3.3 Explain the differences between the *democratic leadership style* and the *autocratic leadership style*. (8)

3.4 Elaborate on the meaning of *compound interest*. (4)

3.5 Read the statement below and answer the questions that follow.

Insuring assets against theft, damage, fire and burglary is essential for every business. Businesses should also plan carefully for risks which are not insurable.

3.5.1 Quote THREE examples of insurable risks from the scenario above. (3)

3.5.2 Explain the term *non-insurable risks* and give ONE example of such a risk. (3)

3.6 Discuss THREE types of benefits covered by the Unemployment Insurance Fund (UIF). (9)

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

**MAPULE HAIRDRESSING SALON (MHS)**

Mapule Hairdressing Salon specialises in the latest unisex hair styles. Mapule is the only owner of the business and is also responsible for all business risks.

3.7.1 Identify the form of ownership of MHS. Motivate your answer by quoting from the scenario above. (3)

- 3.7.2 Explain how *division of profits* and *legislation* may influence the success and/or failure of the form of ownership identified in QUESTION 3.7.1 (8)

### QUESTION 3: BUSINESS VENTURES

- 3.1 State any FOUR types of Unemployment Insurance Fund (UIF) benefits. (4)
- 3.2 Identify the type of preference share represented by EACH of the statements below.
- 3.2.1 Shareholders are entitled to share in any surplus profits. (2)
- 3.2.2 Shareholders are compensated for past dividends that were not paid out when profits were too low to declare dividends. (2)
- 3.3 Name THREE other types of preference shares. (6)
- 3.4 Explain the functions of the Johannesburg Securities Exchange (JSE). (8)
- 3.5 Read the scenario below and answer the questions that follow.

#### **Z AND Q ATTORNEYS (Z&Q)**

Zama and Quinton are qualified lawyers who have started a business, called Z and Q Attorneys, which lacks continuity. They want to convert their business into a personal liability company.

- 3.5.1 Name the form of ownership that Zama and Quinton are currently operating. Support your answer by quoting from the scenario above (3)
- 3.5.2 Describe the success factors of the form of ownership identified in QUESTION 3.5.1 and those of a personal liability company. Use the table and criteria below to answer this question.

CRITERIA	FORM OF OWNERSHIP IDENTIFIED (3.5.1)	PERSONAL LIABILITY COMPANY
(a) Management		
(b) Taxation		
(c) Division of profits		

(12)

- 3.6 Discuss the *transformational leadership theory*. (6)

b

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

**AYISHA'S PRESENTATION**

Ayisha presented her sales figures to various stakeholders. At the end of her presentation she ensured that no member of the audience dominated the discussions. She apologised for making an error in her presentation and acknowledged good questions.

3.7.1 Quote THREE ways from the scenario in which Ayisha responded to questions after her presentation. (3)

3.8 Discuss the following factors that should be considered when making investment decisions:

3.8.1 Inflation (2)

3.8.2 Investment period (2)

3.8.3 Return on investment (2)

**QUESTION 3: BUSINESS VENTURES**

3.1 State FOUR types of preference shares. (4)

3.2 Outline the advantages of unit trusts as a form of investment. (8)

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

**MOUNTAIN HOTEL (MH)**

Sihle, the owner of Mountain Hotel, applies the democratic leadership style in managing his employees. He has a positive attitude and knows that there is always more to learn. Sihle models the behaviour that he wants to see in his followers.

3.3.1 Quote TWO roles of personal attitude in successful leadership displayed by Sihle in the scenario above. (2)

3.4 Discuss the importance of insurance for businesses. (8)

3.5 Explain the following factors that may be considered when making investment decisions:

3.5.1 Return on investment (4)

3.5.2 Liquidity (4)

b

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

**TOP TRADERS (TT)**

Top Traders bought stock worth R400 000, but insured it for R300 000. A fire in the warehouse destroyed stock to the value of R60 000.

3.6.1 Name the insurance clause that is applicable to the scenario above. (2)

3.6.2 Calculate the amount that Top Traders will receive as compensation from the insurer. Show ALL calculations. (4)

3.7 Discuss the advantages of a non-profit company as a form of ownership. (8)

**QUESTION 4: BUSINESS ROLES**

4.1 Outline any THREE economic rights of employees. (3)

4.2 Name FOUR unethical issues that may pose challenges to businesses. (4)

4.3 Explain how businesses can contribute time and effort in improving well- the being of the following stakeholders:

4.3.1 Employees (4)

4.3.2 Community (4)

4.4 Distinguish between *decision-making* and *problem-solving*. (4)

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

**SAFARI TOURS (ST)**

Safari Tours employs workers from different cultural backgrounds and race. Some workers are intolerant towards each other which contributes to lower productivity. The management of ST has announced that all employees are expected to speak English during meetings even though some struggle to speak the language.

Themba, one of the employees, is unhappy about this decision and subsequently stayed away from work without following the correct grievance procedure.

4.5.1 Identify THREE diversity issues in the scenario above. (3)

4.5.2 Explain the correct grievance procedure that Themba should follow. (8)



**QUESTION 4: BUSINESS ROLES**

- 4.1 Name FIVE components of corporate social responsibility (CSR). (5)
- 4.2 Discuss the benefits of corporate social investment (CSI) for businesses. (8)
- 4.3 Distinguish between *corporate social responsibility (CSR)* and *corporate social investment (CSI)*. (4)
- 4.4 Read the scenario below and answer the questions that follow.

**SIBIYA CASH AND CARRY (SCC)**

Some employees of Sibiya Cash and Carry downloaded music and movies using the business Internet. Cindy, a manager, promised Anton a promotion if he agreed to have a relationship with her.

Redraw the table below in the ANSWER BOOK and then answer the questions that follow.

<b>UNETHICAL BUSINESS PRACTICES</b>	<b>TYPES (4.4.2)</b>	<b>SUGGESTIONS (4.4.3)</b>
(a)		
(b)		

- 4.4.1 Quote TWO unethical business practices from the scenario above. (2)
- 4.4.2 Identify the type of unethical business practice for EACH ONE quoted in QUESTION 4.4.1. (4)

**QUESTION 4: BUSINESS ROLES**

- 4.1 Name FOUR human rights in the workplace. (4)
- 4.2 Indicate in EACH case below whether it represents an *unethical* or *unprofessional* business practice.
- 4.2.1 JJ Motors advertised a second-hand vehicle as new.
- 4.2.2 The receptionist of Mano's Consulting is using the office telephone for personal calls.
- 4.2.3 The owner of Timmy Shuttles did not keep his promise to deal with the complaints of the clients.
- 4.2.4 Getz Manufactures used some of the ideas of Fanon Manufactures in the design of their new products.
- 4.2.5 Lessing Engineers did not declare all their income to SARS. (5 x 2) (10)

b

- 4.3 Discuss the disadvantages of corporate social investment (CSI) for communities. (8)
- 4.4 Explain the implications of equality, respect and dignity for businesses. (6)
- 4.5 Read the scenario below and answer the questions that follow.

**DORFS FINANCIAL SERVICES LTD (DFS)**

Dorfs Financial Services Ltd is failing to attract potential investors due to the company's poor performance. The shareholders discovered from whistle-blowers that the company's poor performance is the result of a lack of competency in the board of directors. The directors of DFS are denying this allegation.

Redraw the table below in the ANSWER BOOK and then answer the questions that follow.

<b>POOR CORPORATE GOVERNANCE (4.5.1)</b>	<b>KING CODE PRINCIPLE (4.5.2)</b>	<b>APPLICATION (4.5.3)</b>
(a)		
(b)		

- 4.5.1 Quote TWO examples of poor corporate governance from the scenario above. (2)
- 4.5.2 Identify the TWO King Code principles for good corporate governance that DFS did not apply. (4)

**QUESTION 4: BUSINESS ROLES**

- 4.1 Name THREE King Code principles of good corporate governance. (3)
- 4.2 State THREE causes of conflict in the workplace. (3)
- 4.3 Identify the diversity issue addressed by Nedlim Ltd in EACH statement below:
  - 4.3.1 Nedlim Ltd offers a menu that caters for various population groups.
  - 4.3.2 The staff consists of young and old employees.
  - 4.3.3 There are special facilities for physically challenged employees.
  - 4.3.4 Nedlim Ltd employed an interpreter so that all employees can fully understand what is being said during meetings. (8)

b

4.4 Differentiate between *corporate social responsibility* and *corporate social investment*. (4)

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

**DREAM TEAM (DT)**

Dream Team is a group of computer science graduates who want to undertake a research project. They were comfortable with each other during their first meeting.

4.5.1 Identify the stage of team development that is applicable to the scenario above. Motivate your answer by quoting from the scenario. (3)

4.5.2 Discuss THREE other stages of team development.

4.6 Explain the correct procedure to deal with grievances in the workplace. (8)

4.8.1 Suggest TWO strategies businesses can use to deal with the following unethical business practices:

4.8.1 Sexual harassment (4)

4.8.2 Pricing of goods in rural areas (4)

4.6 Evaluate the impact of the Delphi technique in solving business problems. (8)

**QUESTION 4: BUSINESS ROLES**

4.1 State FOUR steps in problem-solving. (4)

4.2 Elaborate on the roles of the health and safety representatives in protecting the workplace environment. (6)

4.3 Read the scenario below and answer the question that follows.

**NORMAN ACCOUNTING SERVICES (NAS)**

The management of Norman Accounting Services employs both males and females. They also encourage older employees to be mentors for young employees to develop their full potential.

4.3.1 Identify TWO diversity issues that are applicable to NAS. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 4.3.

DIVERSITY ISSUES	MOTIVATION
1.	
2.	

(6)

4.4 Explain how businesses could apply the Delphi-technique to solve business problems. (8)

4.5 Discuss the advantages of creative thinking in the workplace. (6)

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

**JUNE TRADERS (JT)**

June Traders decided to invest their surplus profit in corporate social investments (CSI) projects. They invested in communities by donating school uniforms. Sporting facilities were also provided by JT to promote a healthy lifestyle.

4.6.1 Quote TWO ways in which JT contributed to the well-being of their communities. (2)

4.6.2 Discuss the impact of corporate social investment (CSI) on JT as a business. (6)

4.7 Explain how businesses can apply the King Code principles of *transparency* and *accountability* to improve their ethical business practice. (8)

4.8 Suggest ways in which businesses can deal with the following unethical/unprofessional business practices:

4.8.1 Pricing of goods in rural areas (4)

4.8.2 Abuse of work time (4)

**QUESTION 5: BUSINESS OPERATIONS**

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

**JONES TRADERS (JT)**

Jones Traders has advertised a vacancy for a senior administrative secretary on their notice board. The successful candidate must meet the following requirements:

- Good interpersonal relations
- Coordinate in-service training for staff
- Excellent computer skills
- Compile reports and give feedback timeously

5.1.1 Quote TWO examples EACH of job description and job specification from the scenario above. Tabulate your answer as follows:

JOB DESCRIPTION	JOB SPECIFICATION

(4)

5.1.2 Identify the type of recruitment that JT used when they advertised the vacant post. Motivate your answer.

(3)

5.1.3 Give TWO other sources of the type of recruitment identified in QUESTION 5.1.2.

(2)

5.1.4 Explain the procedure that JT should follow to place the new employee.

(6)

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

**EASY TRADERS (ET)**

Emma is an employee at Easy Traders. She often reported late for work and sometimes took business products without permission. Emma refused to correct her negative behaviour despite the fact that management addressed these issues with her. The management of ET decided to terminate Emma's employment contract.

5.2.1 Quote THREE reasons from the scenario why Emma's employment contract was terminated by management.

(3)

5.2.2 Give any other reasons for the termination of an employment contract

(6)

b

- 5.4 Outline any THREE quality indicators of the marketing function. (6)
- 5.5 Explain the difference between *quality control* and *quality assurance*. (4)
- 5.6 Elaborate on the meaning of *quality circles*. (4)
- 5.7 Identify the business function that is responsible for improving the quality of performance in EACH statement below:
- 5.7.1 Gerald Ltd is not able to attract and retain skilled employees.
- 5.7.2 The customers of Pro Manufactures have returned faulty products due to factory defects.
- 5.7.3 The records of Thabo Consultants are not accurate as they use an outdated information technology system (ITS). (6)
- 5.8 Discuss the positive impact of monitoring and evaluation of quality processes as a TQM element on large businesses. (8)

#### QUESTION 5: BUSINESS OPERATIONS

- 5.1 State FOUR aspects that should be included in the employment contract. (4)
- 5.2 Outline the selection procedure as an activity of the human resources function .(8)
- 5.3 Read the job advertisement below and answer the questions that follow.

#### VACANCY: FINANCIAL MANAGEMENT

<i>Job title:</i>	Municipal financial manager
<i>Qualifications:</i>	BCom degree
<i>Experience:</i>	At least six years' financial management at middle level
<i>Key performance areas:</i>	Prepare budgets and manage income and expenditure
<i>Total package:</i>	R353 920 per annum
<i>Other:</i>	Pension fund, medical aid fund and housing subsidy

- 5.3.1 Identify TWO examples of job description and TWO examples of job specification in the advertisement above. (4)
- 5.3.2 Give TWO examples of fringe benefits in the scenario above. (2)
- 5.3.3 Evaluate the impact of fringe benefits on businesses. (8)
- 5.4 Distinguish between the *piecemeal* and the *time-related* method of salary determination. (4)

- 5.5 Describe any FOUR quality indicators of the purchasing function. (8)

**QUESTION 5: BUSINESS OPERATIONS**

- 5.1 State FIVE aspects that should be included in an induction programme. (5)
- 5.2 Discuss the purpose of an interview as an activity of the human resources function. (6)
- 5.3 Explain *screening* as part of the selection procedure. (4)
- 5.4 Read the scenario below and answer the questions that follow.

**SMART CONSTRUCTION (SC)**

Gail and Chris are employees of Smart Construction. Gail is remunerated according to the number of hours spent at work and Chris according to the number of houses built. Gail's employment contract has recently been terminated due to regular absence from work.

- 5.4.1 Name the methods of remuneration applicable to Gail and Chris. Motivate your answer by quoting from the scenario above.

Redraw the table below in the ANSWER BOOK and then answer this question.

METHODS OF REMUNERATION	MOTIVATION
Gail:	
Chris:	

(6)

- 5.4.2 Quote the reason for the termination of Gail's employment contract from the scenario above. (1)
- 5.4.3 Give TWO other reasons for terminating an employment contract. (4)
- 5.5 Distinguish between *job description* and *job specification*. (8)

b

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

**HUGO SHOE FACTORY (HSF)**

Hugo Shoe Factory bought raw materials from Simba Suppliers who did not deliver on time. This resulted in delays in the manufacturing process. HSF is concerned about their productivity levels.

Redraw the table below in the ANSWER BOOK and then answer the questions that follow.

<b>BUSINESS FUNCTIONS (5.6.1)</b>	<b>QUALITY INDICATORS (5.6.2)</b>
(a)	
(b)	

5.6.1 Identify TWO business functions that are directly affected by the challenges in the scenario above. (4)

5.6.2 Advise HFL on the quality indicators for EACH business function identified in QUESTION 5.6.1. (8)

5.7 Explain the differences between *quality control* and *quality assurance*. (8)

**QUESTION 5: BUSINESS OPERATIONS**

5.1 State SIX aspects that should be included in an induction programme. (6)

5.2 Outline the selection procedure as an activity of the human resources function. (6)

5.3 Describe the role of the interviewee/applicant during an interview. (8)

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

**EZWENI FURNISHERS (EF)**

Ezweni Furnishers have appointed Themba and Thoko as sales managers. They are both paid according to the number of units sold. They also enjoy fringe benefits offered by EF.

5.4.1 Identify the method used by EF to determine Themba and Thoko's salaries. Motivate your answer by quoting from the scenario. (3)

5.4.2 Evaluate the impact of fringe benefits on businesses. (8)

5.5 Explain the difference between *quality performance* and *quality management*. (4)



b

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

**NAIDOO SPICES (NS)**

Naidoo Spices is a large business that specialises in selling different types of spices. The management of NS always requests their buyers to complete a questionnaire on the quality of their products and services.

NS has requested their quality circles to make suggestions on how to improve the quality of their products. Employees are also requested to bring new and innovative ideas on how to satisfy the needs of their clients.

5.6.1 Quote THREE statements from the scenario above and link EACH ONE to a specific element of total quality management (TQM).

Use the table below to answer this question.

<b>STATEMENT FROM THE SCENARIO</b>	<b>TQM ELEMENTS</b>

(9)

5.6.2 Discuss the importance of quality circles in TQM.

(8)

**QUESTION 5: BUSINESS OPERATIONS**

- 5.1 Name FOUR methods/sources of external recruitment. (4)
- 5.2 Read the scenario below and answer the questions that follow.

**KHAN PRIVATE HOSPITAL (KPH)**

Khan Private Hospital has advertised a vacancy for a nurse. The advertisement includes the following aspects regarding the position:

- Applicants must have a diploma in nursing as a minimum requirement.
- Responsible for observing patients and giving medication.
- Two years' experience in nursing will be an advantage.
- Compiling daily reports on the progress of the patients.

The advertisement indicates that only shortlisted candidates will be contacted for an interview.

- 5.2.1 Quote TWO examples of job description and TWO examples of job specification in the scenario above.

Use the table below as a GUIDE to answer QUESTION 5.2.1.

<b>JOB DESCRIPTION</b>	<b>JOB SPECIFICATION</b>
1.	1.
2.	2.

(4)

- 5.2.2 Explain the role of the interviewee/applicant during the interview. (8)
- 5.3 Discuss the implications of the Skills Development Act (SDA), 1998 (Act 97 of 1998) on the human resources function. (6)
- 5.4 Evaluate the impact of fringe benefits on businesses. (8)
- 5.5 Elaborate on the meaning of *quality performance*. (4)

b

5.6 Read the scenario below and answer the question that follows.

**PURPLE ENTERPRISE (PE)**

Purple Enterprise is a large retail business that provides a variety of products. They prepare their own accounting records to ensure accurate tax payments. PE responded quickly when one of their clients was not happy with their service.

5.6.1 Identify TWO business functions that are applicable to PE. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 5.6.

<b>BUSINESS FUNCTIONS</b>	<b>MOTIVATION</b>
1.	
2.	

5.7 Discuss the impact of TQM if poorly implemented by businesses (8)

5.8 Explain the advantages of continuous improvement to processes and systems on large businesses. (6)

**BUSINESS ENVIRONMENTS**

6.1 Name THREE types of business environments and state the extent of control businesses have over EACH of these environments.

Use the table below as a guide to answer QUESTION 6.1.

<b>BUSINESS ENVIRONMENTS</b>	<b>EXTENT OF CONTROL</b>

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

**LEGEND PROJECTS (LP)**

The management provided the Commissioner with false information regarding serious accidents that took place at Legend Projects. They also bribed one of their employees not to report injuries sustained while performing his/her duties.

6.2.1 Identify the Act that is applicable in the scenario above. (2)

- 6.2.2 Quote TWO actions that can be regarded as discriminatory according to the Act identified in QUESTION 6.2.1. (2)

### **BUSINESS VENTURES**

- 6.3 Identify the types of business investment opportunities that were used by Prime Plumbers in EACH statement below:
- 6.3.1 Prime Plumbers invested R50 000 for six months at 12% interest with a financial institution. (4)
- 6.3.2 Prime Plumbers received dividends for their portion of ownership in Blue Range Ltd. (4)
- 6.4 Outline the functions of the Johannesburg Securities Exchange Ltd (JSE). (6)
- 6.5 Discuss the *situational leadership theory*. (6)
- 6.6 **BUSINESS ROLES**
- 6.7 State TWO criteria for successful team performance. (2)
- 6.8 Explain how businesses could deal with HIV/Aids as a socio-economic issue. (6)
- 6.9 Recommend ways in which businesses could create an environment that stimulates creative thinking in the workplace. (8)

### **BUSINESS OPERATIONS**

- 6.10 Name any THREE steps of the PDCA model/cycle. (3)
- 6.11 Read the scenario below and answer the questions that follow.
- SKY LTD**

Helen has been working for Sky Ltd for the past 30 years. The management terminated her employment contract when she reached the age of 65.
- 6.11.1 Identify the reason why Helen's employment contract was terminated. Motivate your answer by quoting from the scenario above. (3)
- 6.11.2 Explain other reasons for the termination of an employment contract. (4)
- 6.12 Discuss the purpose of induction as a human resources activity. (4)

### QUESTION 7: BUSINESS ENVIRONMENTS (LEGISLATION)

The Consumer Protection Act (CPA), 2008 (Act 68 of 2008) promotes consumer rights. The National Credit Act (NCA), 2005 (Act 34 of 2005) was introduced to ensure that businesses address the needs of the consumer credit market. These Acts are beneficial to both businesses and consumers.

You are an expert in consumer legislation. Write an essay on the following aspects:

- Discuss FOUR consumer rights according to the Consumer Protection Act (CPA).
- Explain the purpose of the National Credit Act (NCA).
- Evaluate the impact of the NCA on businesses.
- Recommend ways in which businesses can comply with the NCA. **[40]**

### QUESTION 8: BUSINESS VENTURES (INVESTMENT: SECURITIES)

#### MPHO CAR WASH

Recently Mpho Car Wash made large profits due to excellent services rendered. Mpho, the owner, wants to invest his surplus funds in unit trusts and buy shares which are listed on the Johannesburg Security Exchange Ltd (JSE).

Write an essay to guide Mpho on the following investment aspects:

- Discuss the functions of the JSE.
- Explain the following factors that must be considered when making investment decisions:
  - o Return on investment
  - o Investment period
  - o Liquidity
- Describe FOUR types of shares.
- Advise Mpho on the effectiveness of unit trusts as a good investment. **[40]**

**QUESTION 9: BUSINESS ROLES (DIVERSITY AND CONFLICT MANAGEMENT)**

Businesses employ people who have different ways of doing things, which may lead to conflict. It is important that businesses identify diversity issues and find ways to deal with them. Businesses should be well informed about handling conflict in the workplace.

Write an essay on the following aspects:

- Discuss the benefits of a diverse work force.
- Suggest ways in which businesses may deal with *language* and *age* as diversity issues in the workplace.
- Explain the causes of conflict in the workplace.
- Advise businesses on how they should handle conflict in the workplace.

**[40]****QUESTION 7: BUSINESS ENVIRONMENTS (BUSINESS STRATEGIES)****ZYL MANUFACTURERS (ZM)**

ZM specialise in the manufacturing of men's clothing. The business is struggling to pay its creditors due to the high inflation rate. ZM need to conduct the strategic management process in order to devise the best strategy that will assist them to overcome the challenges of the macro environment.

Write an essay on the strategic management process. Include the following aspects in your response:

**[40]**

- Outline TWO aspects that should be considered during the initial stages of the strategic management process.
- Explain how ZM can apply the PESTLE model to deal with the challenges of the macro environment.
- Describe THREE types of defensive strategies that businesses may use to deal with challenges in the business environment.
- Advise ZM on the steps that they should consider when evaluating strategies.

**QUESTION 8: BUSINESS VENTURES (MANAGEMENT AND LEADERSHIP)**

Managers and leaders have realised that they need both management and leadership skills for successful business ventures. They are also in agreement that personal attitude plays an important role in promoting a good team spirit.

With reference to the statement above, write an essay on the following aspects:

- Give THREE differences between *management* and *leadership*.
- Discuss the role of personal attitude in successful leadership.
- Analyse the impact of *democratic* and *laissez-faire/free reign* leadership styles on businesses.
- Recommend situations in which the above-mentioned leadership styles could be applied in the workplace.

**[40]****QUESTION 9: BUSINESS ROLES (ECONOMIC RIGHTS AND ENVIRONMENTAL ISSUES)**

Businesses must ensure that the economic rights of employees are observed and respected at all times. However, employees also have the responsibility to protect the workplace environment with the support of the health and safety representatives.

As an expert on economic rights and environmental issues, address the following aspects in your essay:

- Outline the economic rights of employees in the workplace.
- Explain the responsibilities of employers and employees in protecting the workplace environment.
- Discuss the roles of health and safety representatives in protecting the workplace environment.
- Suggest ways in which businesses could protect the environment and human health in the workplace.

**[40]**

**QUESTION 10: BUSINESS OPERATIONS (HUMAN RESOURCES)****TOMMY FINANCIAL SERVICES (TFS)**

Tommy Financial Services specialise in accounting and taxation services and are looking for an experienced accountant within the business. The new employee is expected to sign an employment contract and to be placed where he/she will function effectively. The new employee will have to undergo in-service training as well.

Keeping the scenario above in mind, write an essay on the following aspects:

- Discuss the impact of internal recruitment on businesses.
- Explain the legal requirements of an employment contract to TFS.
- Advise TFS on the correct placement procedure.
- Elaborate on the implications of the Skills Development Act, 1998 (Act 97 of 1998) for the human resources function.

**[40]****QUESTION 7: BUSINESS ENVIRONMENTS (BUSINESS STRATEGIES)**

Businesses realise the importance of the strategic management process when devising suitable business strategies. Some businesses maintain that Porter's Five Forces model plays an important role in remaining competitive in the market environment.

Write an essay on business strategies in which you include the following aspects:

- Describe the strategic management process.
- Discuss the THREE types of defensive strategies that businesses may use to address challenges in the macro environment
- Explain how businesses could apply Porter's Five Forces model to analyse the market environment.
- Advise businesses on the steps they should consider when evaluating strategies.

**[40]**



**QUESTION 8: BUSINESS VENTURES (PRESENTATION AND INSURANCE)**

Mr Meyer, a sales representative, planned to make a presentation on the principles of insurance. He decided to use a PowerPoint slideshow to enhance his presentation. However, the presentation was unsuccessful due to his inability to handle feedback in a professional manner.

Keeping the above scenario in mind, write an essay on presentation in which you include the following aspects:

- Outline the factors that Mr Meyer should consider during his presentation.
- Discuss any THREE principles of insurance.
- Evaluate the impact of a PowerPoint presentation.
- Advise Mr Meyer on how he can improve on his next presentation. **[40]**

**QUESTION 9: BUSINESS ROLES (TEAM PERFORMANCE AND MANAGEMENT)**

Businesses encourage employees to work in teams, which may lead to conflict sometimes. For this reason, it is important for businesses to familiarise themselves with the stages of team development. They should also find ways to deal with conflict and difficult people in the workplace.

Write an essay on team performance and conflict management in which you address the following aspects:

- Describe FOUR stages of team development.
- Discuss the causes of conflict in the workplace.
- Explain how businesses could handle conflict in the workplace.
- Suggest ways in which businesses could deal with difficult people in the workplace.

**QUESTION 10: BUSINESS OPERATIONS (TOTAL QUALITY MANAGEMENT)**

Total quality management (TQM) enables businesses to strive for continuous growth and customer satisfaction. The effective implementation of TQM elements will enable businesses to keep abreast with changes and to reduce the cost of quality.

Write an essay on total quality management (TQM) in which you address the following aspects:

- Outline the benefits of a good quality management system.
- Distinguish between *quality control* and *quality assurance*.
- Discuss the impact of the following elements of TQM on large businesses:
  - Total client/customer satisfaction
  - Continuous skills development
  - Adequate financing and capacity
- Suggest ways in which TQM can reduce the cost of quality.

**[40]**

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