



Department:  
Education  
PROVINCE OF KWAZULU-NATAL

GRADE 12



NATIONAL  
SENIOR CERTIFICATE

BUSINESS STUDIES

COMMON TEST

MARCH 2022

MARKS: 100

TIME: 1.5 hours

[Stanmorephysics.com](http://Stanmorephysics.com)

This question paper consists of 7 pages

**INSTRUCTIONS AND INFORMATION**

Read the following instructions carefully before answering the questions.

- This question paper consists of THREE sections.

SECTION A: COMPULSORY

SECTION B: Consists of THREE questions

Answer any TWO of the three questions in this section. Consists

SECTION C: of TWO questions

Answer any ONE of the two questions in this section.

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

Note that ONLY the first TWO questions answered in SECTION B and the first question answered in SECTION C will be marked.

- Number the answers correctly according to the numbering system used in this question paper. NO marks will be awarded for answers that are numbered incorrectly.
- Except where other instructions are given, answers must be in full sentences.
- Use the mark allocation and nature of each question to determine the length and depth of an answer.
- Use the table below as a guide for mark and time allocation when answering each question.



SECTION	QUESTION	MARKS	TIME (minutes)
<b>A: Objective-type questions COMPULSORY</b>	<b>1</b>	<b>20</b>	<b>20</b>
<b>B: THREE direct/indirect-type questions CHOICE: Answer ANY TWO Answer any TWO.</b>	<b>2</b>	<b>20</b>	<b>20</b>
	<b>3</b>	<b>20</b>	<b>20</b>
	<b>4</b>	<b>20</b>	<b>20</b>
<b>C: TWO essay-type questions CHOICE: Answer ANY ONE</b>	<b>5</b>	<b>40</b>	<b>30</b>
	<b>6</b>	<b>40</b>	<b>30</b>
<b>TOTAL</b>		<b>100</b>	<b>90</b>

- Begin the answer to EACH question on a NEW page, e.g. QUESTION 1 – new page, QUESTION 2 – new page.
- You may use a non-programmable calculator.
- Write neatly and legibly.

**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 numbers. (1.1.1 – 1.1.5 in the ANSWER BOOK, e.g. 1.1.6 D)

1.1.1 The purpose of ... is to promote collective bargaining at the work place.

- A. Employment Equity Act (EEA), 1998 (Act 55 of 1998)
- B. Labour Relations Act (LRA), 1995 (Act 66 of 1995)
- C. Basic Conditions of Employment Act (BCEA) 1997 (Act 75 of 1997)
- D. Consumer Protection Act (CPA), 2008 (Act 68 of 2008)

1.1.2 Human Resource Management conduct this process to determine the nature of the job and duties for employee to perform.

- A. Interview
- B. Selection
- C. Placement
- D. Job analysis

1.1.3 Application of brainstorming problem solving includes:

- A. Requesting panel to individually respond to questions
- B. Listing all pros and cons forces that will support and resist change
- C. Requesting all members to randomly make suggestions which are recorded on a flip chart
- D. Individuals are divided into smaller groups where they silently brainstorm as many ideas before sharing them with the entire group.

1.1.4 An employee is entitled to ten (10) consecutive day's ... after birth of his/her child irrespective of gender.

- A. parental leave
- B. annual leave
- C. paternity leave
- D. maternity leave

1.1.5 An example of a source of external recruitment.

- A. Word of mouth
- B. Recommendation of current employee
- C. Job posting on a staff notice board
- D. Recruitment agencies



**(5x2) (10)**

**1.2 Choose a description from COLUMN B that matches a term in COLUMN A. Write down the correct alphabet only e.g. (A-J) next to the question numbers (1.2.1-1.2.5) in the ANSWER BOOK, e.g. 1.2.6 K.**

COLUMN A	COLUMN B
1.2.1 Right to privacy and confidentiality	A. Addresses skills shortages in the South African workforce.
1.2.2 Decision making	B. Workers are paid according to the number of hours spent on a task
1.2.3 Human Resource Development Strategy	C. Alternatives are generated/ identified and critically evaluated
1.2.4 Ethical business practice	D. Increase the skills of the public sector to improve service delivery
1.2.5 Piecemeal	E. Management may not use clients and employees information for personal gain F. Consumers can complain to customer care desk G. Workers are paid according to number of items / units produced H. Clients and employees information is not used for business benefit I. Various alternatives are considered before choosing the best one. J. Consumers have a right to stop unwanted direct marketing



**TOTAL SECTION A: (5x2) (10) [20]**

**SECTION B**

Answer ANY TWO questions in this section.

Clearly indicate the QUESTION NUMBER of each question that you choose. The answer to EACH question must start on a NEW page, e.g. QUESTION 2 on a NEW page, QUESTION 3 on the NEW page.

**QUESTION 2: BUSINESS ENVIRONMENTS**

- 2.1 Name any FOUR provisions of Basic Conditions of Employment Act 1997 (Act 75. Of 1997). (4)
- 2.2 Read the scenario below and answer the questions that follow:
- COURIER BANK (CB)**

Courier Bank grants loan to their customers. CB charges different interest rates to customers based on race. They also blacklist customers without making effort to recover debt.
- 2.2.1 Identify the Act that is applicable to the scenario. (1)
- 2.2.2 Quote ONE action of non-compliant with the Act identified in QUESTION 2.2.1 by CB. (1)
- 2.2.3 Suggest to the management of CB on ways in which businesses can comply with Act identified in QUESTION 2.2.1. (4)
- 2.3 Explain how SETAs are funded. (4)
- 2.4 Discuss the impact of Compensation for Occupational Injuries and Diseases Amendment Act, 1997 (Act 61 of 1997) on businesses. (6)
- [20]**

**QUESTION 3: BUSINESS OPERATIONS**

- 3.1 State any FOUR aspects of employment contract. (4)
- 3.2 Explain screening as part of selection procedure. (4)
- 3.3 Read the scenario below and answer the questions that follow.

**MFUNDO BOOK DISTRIBUTORS (MBD)**

The Human Resources manager of Mfundo Book Distributors has appointed three employees for the delivery of books. The new employees were introduced to key people and colleagues. They were also informed about the safety regulations and rules of the business.

- 3.3.1 Quote TWO aspects of induction from the scenario above. (2)
- 3.3.2 Describe the purpose of induction in a business. (6)
- 3.4 Advise businesses on implications of Skills Development Act (SDA), 1998 (Act 97 of 1998) on the human resources function. (4)

**QUESTION 4: (MISCELLANEOUS TOPICS)**

**BUSINESS OPERATIONS**

- 4.1 State FOUR reasons for the termination of an employment contract. (4)
- 4.2 Read the scenario below and answer the questions that follow.

**ZETHEMBE ENTERPRISE**

Shawn has been invited for an interview at Zethembe Enterprises. Mr Smith the Human Resources manager introduced the panel to Shawn. During the interview, Shawn maintained good eye contact with the panel

- 4.2.1 Quote ONE role of interviewer and ONE role of interviewee from the scenario above. (2)

Use the table below to answer QUESTION 4.2.1.

ROLE OF INTERVIEWER	ROLE OF INTERVIEWEE
1.	1.

- 4.2.2 Discuss the negative impact of fringe benefits on businesses (6)

**BUSINESS ROLES**

- 4.3 Explain the impact of force field analysis as a problem solving technique. (4)
- 4.4 Recommend ways in which businesses can create an environment that stimulates creative thinking. (4)

**TOTAL SECTION B: (20) [40]**

**SECTION C**

Answer ANY **ONE** question in this section.

**NOTE:** Clearly indicate the QUESTION NUMBER of the question chosen. The answer to each new question must start on a NEW page, QUESTION 5 on a NEW page OR QUESTION 6 on NEW page.

**QUESTION 5: BUSINESS ENVIRONMENT: (LEGISLATION)**

The Employment Equity Act (EEA), (Act 55 of 1998) and Broad-Based Black Economic Empowerment Act (BBBEE), 2003 (Act of 53 of 2003) were introduced by the South African government to promote/ ensure equal access to work place irrespective of gender, race and disability. Business are obliged to apply the pillars of the BBBEE as stipulated in the Act. Non-compliance with BBBEE may lead to severe penalties.

Write an essay on EEA and BBBEE in which you include the following aspects:

- Outline the purpose Employment Equity Act
- Explain the impact of EEA on businesses
- Discuss ways in which businesses could apply the following pillars of Broad-Based Black Economic Empowerment Act (BBBEE)
  - Management control
  - Enterprise and Supplier Development
- Advise businesses on penalties for non-compliance to BBBEE

**[40]****QUESTION 6 BUSINESS ROLES: (ETHICS AND PROFESSIONALISM)**

Businesses develop and implement a code of conduct to regulate the behavior of their employees in the workplace. They also strive to improve their corporate governance by complying with the King Code principles



Write an essay on ethics and professionalism in which you include the following aspects:

- Outline the differences between ethical and professional behavior in the work place.
- Explain outline ways in which professional, responsible, ethical and effective business practice should be conducted.
- Discuss strategies that businesses can apply to deal with sexual harassment and unauthorised use of business funds and resources in the workplace.
- Advise businesses on how they can apply King Code principles for good corporate governance to improve ethical business practice

**[40]****TOTAL SECTION C: 40****GRAND TOTAL: 100**



**education**

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**BUSINESS STUDIES  
MARKING GUIDELINE  
COMMON TEST  
MARCH 2022**

**NATIONAL SENIOR  
CERTIFICATE**

**GRADE 12**

**MARKS: 100**

**TIME: 1Hour 30minites**

This marking guideline consists of 21 pages



## NOTES TO MARKERS

### PREAMBLE

The notes to markers are provided for quality assurance purposes to ensure the following:

- (a) Fairness, consistency and reliability in the standard of marking
- (b) Facilitate the moderation of candidates' scripts at the different levels
- (c) Streamline the marking process considering the broad spectrum of markers across the country
- (d) Implement appropriate measures in the teaching, learning and assessment of the subject at schools/institutions of learning

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

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

2. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question.
3. A comprehensive marking guideline has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:
  - Uses a different expression from that which appears in the marking guideline
  - Comes from another credible source
  - Original
  - A different approach is used

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

4. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)
5. The word 'Sub-max' is used to facilitate the allocation of marks within a question or sub-question.
6. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts as well as for calculation and moderation purposes.

7. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in the marking guidelines. Only the total for each question should appear in the left-hand margin next to the appropriate question number.
8. In an indirect question, the theory as well as the response must be relevant and related to the question.
9. Correct numbering of answers to questions or subquestions is recommended in SECTIONS A and B. However, if the numbering is incorrect, follow the sequence of the candidate's responses. Candidates will be penalised if the latter is not clear.
10. No additional credit must be given for repetition of facts. Indicate with an 'R'.
11. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:
  - 11.1 When 'evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance, e.g. **Positive:** '*COIDA eliminates time and costs spent* ✓ *on lengthy civil court proceedings.*' ✓
  - 11.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance candidates are also expected to support their responses with more depth, e.g. '*COIDA eliminates time and costs spent* ✓ *on lengthy civil court proceedings* ✓, because the employer will not be liable for compensation to the employee for injuries sustained during working hours as long as it can be proved that the business was not negligent.' ✓
- NOTE:**
  1. The above could apply to 'analyse' as well.
  2. Note the placing of the tick (✓) in the allocation of marks.
12. The allocation of marks must be informed by the nature of the question, cognitive verb used, mark allocation in the marking guideline and the context of each question.

Cognitive verbs, such as:

  - 12.1 Advise, name, state, mention, outline, motivate, recommend, suggest, (*list not exhaustive*) do not usually require much depth in candidates' responses. Therefore, the mark allocation for each statement/answer appears at the end.

12.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, compare, tabulate, justify, analyse, evaluate, critically evaluate (*list not exhaustive*) require a greater depth of understanding, application and reasoning. Therefore, the marks must be allocated more objectively to ensure that assessing is conducted according to established norms so that uniformity, consistency and fairness are achieved.

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

14. **SECTION B**

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

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

14.2 If two facts are written in one sentence, award the candidate FULL credit. Point 14.1 above still applies.


14.3 If candidates are required to provide their own examples/views, brainstorm this at the marking centre to finalise alternative answers.

14.4 **Use of the cognitive verbs and allocation of marks:**

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

15 **SECTION C**

15.1 The breakdown of the mark allocation for the essays is as follows:

Introduction	<b>Maximum: 32</b>	
Content		
Conclusion		
Insight	<b>8</b>	
<b>TOTAL</b>	<b>40</b>	

15.2 Insight consists of the following components:

Layout/ Structure	Is there an introduction, a body, and a conclusion?	<b>2</b>
Analysis and Interpretation	Is the candidate able to break down the question into headings/subheadings/interpret it correctly to show understanding of what is being asked? Marks to be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks): 1 (One 'A')	<b>2</b>
Synthesis	Are there relevant decisions/ facts/responses made based on the questions?  <b>Option 1: Only relevant facts: 2 marks (No '-S')</b>  Where a candidate answers 50% or more (two to four sub-questions) of the question with only relevant facts; no '-S' appears in the left margin. Award a maximum of TWO (2) marks for synthesis.  <b>Option 2: Some relevant facts: 1 mark (One '-S')</b>  Where the candidate answers less than 50% (only one sub-question) of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis.  <b>Option 3: Some relevant facts: 1 mark (One '-S')</b>  Where a candidate answers FOUR sub-questions, but one/two/three sub-questions with no relevant facts; one '-S' appears on the left hand margin. Award a maximum of ONE (1) mark for synthesis.  <b>Option 4: No relevant facts: 0 mark (Two '-S')</b>  Where the candidate answers less than 50% (only one sub-question) of the question with no relevant facts; two '-S' appears in the left margin. Award a ZERO mark for synthesis.	<b>2</b>
Originality	Is there evidence of examples based on recent information, current trends and developments?	<b>2</b>
<b>TOTAL FOR INSIGHT:</b>		<b>8</b>
<b>TOTAL MARKS FOR FACTS:</b>		<b>32</b>
<b>TOTAL MARKS FOR ESSAY (8 + 32):</b>		<b>40</b>

**NOTE:**

1. **No marks will be awarded for contents repeated from the introduction and conclusion.**
  2. **The candidate forfeits marks for layout if the words INTRODUCTION and CONCLUSION are not stated.**
  3. **No marks will be awarded for layout, if the headings INTRODUCTION and CONCLUSION are not supported by an explanation.**
- 15.3 Indicate insight in the left-hand margin with a symbol e.g. ('L, A, -S and/or O')
- 15.4 The breakdown of marks is indicated at the end of the suggested answer/markings guideline to each question
- 15.5 Mark all relevant facts until the SUB MAX/MAX mark in a subsection has been attained. Write SUB MAX/MAX after maximum marks have been obtained, but continue reading for originality "O".
- 15.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows:(L – Layout, A – Analysis, S – Synthesis, O – Originality)as in the table below.

<b>CONTENT</b>	<b>MARKS</b>
Facts	<b>32 (max.)</b>
L	<b>2</b>
A	<b>2</b>
S	<b>2</b>
O	<b>2</b>
<b>TOTAL</b>	<b>40</b>

- 15.7 When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of the same subheadings. Remember, headings and subheadings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See MARK BREAKDOWN at the end of each question.)
- 15.8 If the candidate identifies/interprets the question **INCORRECTLY**, then he/she may still obtain marks for layout.
- 15.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the marking guideline.

15.10 15.10.1 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.

15.10.2 With effect from November 2015, the TWO marks will not necessarily appear at the end of each completed sentence. The ticks (✓) will be separated and indicated next to each fact, e.g. 'Product development is a growth strategy ✓, where businesses aim to introduce new products into existing markets.'✓

This will be informed by the nature and context of the question, as well as the cognitive verb used.

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

DRAFT

**SECTION A: (COMPULSORY)****QUESTION 1****1.1 Multiple choice**

1.1.1 B✓✓

1.1.2 D✓✓

1.1.3 C✓✓

1.1.4 A✓✓

1.1.5 D✓✓

(5x2) (10)

**1.2 Matching**

1.2.1 J✓✓

1.2.2 I✓✓

1.2.3 A✓✓

1.2.4 H✓✓

1.2.5 G✓✓

(5x2) (10)

**TOTAL SECTION A: [20]****BREAKDOWN OF MARK ALLOCATION**

<b>QUESTION 1</b>	<b>MARKS</b>
<b>1.1</b>	<b>10</b>
<b>1.2</b>	<b>10</b>
<b>TOTAL</b>	<b>20</b>

**SECTION B:**

Mark the **FIRST TWO** answers only.

**QUESTION 2: BUSINESS ENVIRONMENTS (LEGISLATION)****2.1 Provisions of BCEA**

- Regulation of working time: Ordinary hours of work/ Overtime/ Meals Intervals/ Sunday work/Public holiday✓
- Leave: This includes all types of leave✓
- Particulars of employment and remuneration✓
- Termination of employment✓
- Prohibition of employment of children and forced labour✓

**Max (4)****NOTE: Mark first FOUR only**

2.2.1 National Credit Act (NCA), 2005 (Act 34 of 2005)

(1)

**2.2.2 Actions regarded as non-compliance by CB**

- CB charges different interest rates to customers based on race✓
- They also blacklist customers without making effort to recover debt. ✓

**Max (1)****NOTE:1. Mark first ONE only**

2. Only award marks for responses that are quoted from the scenario.

**2.2.3 Ways to comply with NCA**

- Credit providers must be registered with the National Credit Regulator. ✓✓
- Businesses must submit an annual compliance report to the National Credit Regulator. ✓✓
- Conduct affordability assessment to ensure the consumer has the ability to meet his/her obligation. ✓✓
- Conduct a credit check with a registered credit bureau and could also consult the National Credit Register. ✓✓
- Credit providers must have procedures in place✓ to comply with the provision of the Financial Intelligence Centre Act (FICA). ✓✓
- Verify the identity of clients, report suspicious transactions/train staff on their obligations in terms of FICA. ✓✓
- Disclose all costs of loan/No hidden costs should be charged /added. ✓✓
- Any other relevant answer related to ways to comply with NCA.

**Max (4)****2.3 Funding of SETAs**

- Skills Development levies are paid by employers to SARS✓ as a collecting agency for the government✓
- Employers who have a salary bill that exceeds R500 000 per annum✓, should pay one percent (1%) of their annual salaries as a levy✓
- Donations and grants ✓ from the public /CSI programmes/businesses✓
- Surplus funds✓from government institutions✓
- Funds received✓ from rendering their services. ✓
- The different SETAs receive 80% of the levy for organisational expenses✓ and the remaining 20% is paid to the National Skills Fund✓
- Any other relevant answer related to funding of SETAs

**Max (4)**



**2.4 Impact of COIDA on businesses****Positives/Advantages**

- Promotes safety√ in the workplace. √
- Claiming processes√ are relatively simple√
- Creates a framework for acceptable employment practices√ and safety regulations. √
- Employees do not contribute√ towards this fund. √
- Any compensation to an employee/the family√ is exempt from income tax. √
- Supply administrative guidelines/mechanisms√ for dealing with/processing claims√.
- In the event of the death of an employee√ as a result of a work-related accident/disease, his/her dependent(s) will receive financial support. √
- Employers are protected from financial burden should an accident occur in the workplace √provided that the employer was not negligent √
- Makes businesses more socially responsible√ as they cannot just employ workers at random in dangerous working conditions√
- Workers are treated with dignity and respect√ as businesses view them as valuable assets and not just as workers. √
- Covers all employees at the workplace√ if both parties meet all the necessary safety provisions in the Act√
- Employees are compensated financially for any injury/disability√ resulting from performing their duties at their workplace√.
- In the event of the death of an employee√as a result of a work-related accident/disease, his/her dependent(s) will receive financial support√.
- Employees receive medical assistance√ provided there is no other medical assistance option√/Cannot claim medical assistance from the fund and medical aid.
- Medical expenses/Other types of compensation are paid to employees √and/or their families depending on the type/severity of the injuries√
- Employers have to pay a monthly amount to the Compensation Fund√depending on the number of employees/the level of risk they are exposed to√
- Any other relevant answer related to the positive impact of COIDA on businesses.

**AND/OR****Negative/Disadvantages**

- Claiming processes√ can be time consuming. √
- Procedures required by this Act may be costly√ as paperwork places an extra administrative burden on businesses. √
- Implementation processes/procedures required by the Act√ may be expensive. √
- Employers have to register all their workers/make annual contributions to COIDA√, which may result in cash flow problems. √
- Employers may be forced to pay heavy penalties√ if they are found guilty of negligence/not enforcing safety measures. √
- Workers who are temporarily/permanently employed in foreign countries√ are not covered. √
- Military workers√ are not covered. √
- Any other relevant answer related to the negative impact of COIDA on businesses.

**Max (6)**

**BREAKDOWN OF MARKS**

QUESTION	MARKS
2.1	4
2.2.1	1
2..2.2	1
2.2.3	4
2.3	4
2.4	6
<b>TOTAL</b>	<b>20</b>

**QUESTION 3: BUSINESS OPERATIONS****3.1 Aspects that should be included in an employment contract**

- Details of the business/employer e.g. name/address, etc. ✓
- Job title/Position ✓
- Job description e.g. duties/ working conditions ✓
- Job specification e.g. formal qualifications/willingness to travel. ✓
- Date of employment/commencement of employment. ✓
- Place where employee will spend most of his/her working time. ✓
- Hours of work, e.g. normal time/overtime. ✓
- Remuneration, e.g. weekly or monthly pay. ✓
- Benefits/Fringe benefits/Perks/Allowances. ✓
- Leave, e.g. sick/maternity/annual/adoption leave. ✓
- Employee deductions (compulsory/non-compulsory). ✓
- Period of contract/Details of termination. ✓
- Details of employee ✓
- Probation period. ✓
- Signatures of both the employer and employee ✓

**Max (4)****Note: Mark first FOUR only****3.2 Screening as part of the selection procedure**

- Check application documents ✓ against the requirements of the job. ✓
- Candidates who meet the minimum requirements ✓ are separated from others. ✓
- Do background/credit/reference checks ✓ of applicants who qualify for the job. ✓
- Prepare a shortlist of suitable candidates ✓ after screening ✓
- Any other relevant answer related to screening as part of selection procedure

**Max (4)****3.3 Induction****3.3.1 Aspects of induction**

- New employees were introduced to key people and immediate colleagues. ✓
- Employees were informed about the safety regulations and rules of the business ✓

**Max (2)**

- Note:** 1. **Mark first TWO only**  
2. **Only award marks for responses that are quoted from the scenario.**

### 3.3.2 Purpose of induction

- Give new employees a tour/information√ about the layout of the building/office
- Familiarise. new employees√ with the organisational structure/their supervisors√
- Allow new employees the opportunity√ to ask questions that will put them at ease/reduce insecurity/anxiety/fear√.
- Improve skills√through in-service training√
- Create opportunities for new employees√ to experience/explore different departments.√
- Explain safety regulations and rules,√ so that new employees will understand their role/responsibilities in this regard√
- Communicate information√ about the products/services offered by the business√
- Ensure that employees understand their roles/responsibilities√ so that they will be more efficient/productive√.
- Communicate business policies√ regarding ethical/professional conduct/procedures/employment contract/conditions of employment, etc. to establish relationships with fellow colleagues at different levels√.
- Any other relevant answer related to purpose of induction in a business

**Max (6)**

### 3.4 Implication of the Skills Development Act (SDA) on the Human Resources function

- Contribute 1% of their salary bill √to the Skills Development Levy/SDL.√
- Ensure training in the workplace√ is formalised /structured.√
- Appoint a full/part time consultant√as a Skills Development Facilitator. √
- Use the National Qualification Framework/NQF√ to assess the skills levels of employees.√
- Assist managers in identifying skills/training needs√ to help them to introduce learnerships√
- Identify the training needs of the employees√ and provide them with training opportunities so that they will perform their tasks efficiently√.
- The human resources manager should interpret the aims and requirements of the SDA√√ and adapt workplace skills training programmes accordingly. √
- Interpret/Implement the aims/requirements of the framework√ for the National Skills Development Strategy√
- Any other relevant answer related to implications of SDA on human resources function.

**Max (4)**

### BREAKDOWN OF MARKS

QUESTION	MARKS
3.1	4
3.2	4
3.3.1	2
3.3.2	6
3.4	4
<b>TOTAL</b>	<b>20</b>

**QUESTION 4**

**4.1 Reasons for the termination of an employment contract**

- Resignation ✓
- Retirement ✓
- Retrenchment ✓
- Redundancy ✓
- Dismissal ✓

**Max (4)**

**Note: Mark the first FOUR only**

**4.2.1 Role of interviewer and role of interviewee**

ROLE OF INTERVIEWER	ROLE OF INTERVIEWEE
Mr Smith the Human Resource manager introduced the panel to the Shawn. ✓	Shawn maintained good eye contact with the panel ✓
Sub max (1)	Sub max (1)

**Max (2)**

- Note: 1. The answer does not have to be in a tabular format**
- 2. The role of the interviewer and interviewee must be directly quoted from the scenario**

**4.2.2 Negative impact of fringe benefits on businesses**

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

**Max (6)**

**4.3 Ways in which a business can create an environment that stimulates/promote creative thinking**

- Emphasise the importance of creative thinking to ensure that all staff know that management want to hear their ideas
  - Encourage staff to come up with new ideas/opinions/solutions.
  - Make time for brainstorming sessions to generate new ideas, e.g. regular workshops/ generate more ideas/build on one another's ideas.
  - Place suggestion boxes around the workplace and keep communication channels open for new ideas.
  - Train staff in innovative techniques/creative problem solving skills/mind-mapping/ lateral thinking.
  - Encourage job swaps within the organisation/studying how other businesses are doing things.
  - Encourage alternative ways of working/doing things.
  - Respond enthusiastically to all ideas and never let anyone feel less important.
  - Any other relevant answer related to ways in which a business can create an environment that stimulates/promote creative thinking
- Max (4)**

**4.4 Impact of force-field analysis  
 Positives/Advantages**

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

**AND /OR**

**Negatives/Disadvantages**

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

**Max (4)**

QUESTION	MARKS
4.1	4
4.2.1	2
4.2.2	6
4.3.	4
4.4	4
<b>TOTAL</b>	<b>20</b>

**SECTION C****QUESTION 5****5.1 INTRODUCTION**

- Employment Equity Act promotes the implementation of affirmative action measures to redress the imbalances in employment. ✓
- Broad-Based Black Economic Empowerment promotes enterprise development , by developing entrepreneurial skills of designated people to start their own businesses
- Businesses must be aware of penalties it may face for non-compliance
- Any other relevant introduction related to purpose of EEA / Impact of EEA/ implications of pillars of BBBEE/ penalties for non-compliance to BBBEE

**Any (2 x 1) (2)****5.2 Purpose of the EEA**

- This Act states that employees who do the same work (work of equal value) ✓ must be paid equally (equal pay). ✓
- No discrimination ✓ on grounds of race, disability and gender in the workplace. ✓
- Promotes equal opportunity ✓ and fair treatment in the workplace ✓
- Provides for employees ✓ to refer unresolved disputes to the CCMA. ✓
- Prevents employees from victimisation ✓ if they exercise their rights stated in the EEA
- Protects employees from victimisation ✓ if they exercise the rights given to them by the EEA. ✓✓
- Any other relevant answer related to purpose of Employment Equity Act

**Max (10)****5.3 Impact of the EEA on business****Positives/Advantages**

- Promotes equal opportunity and fair treatment ✓ in the workplace ✓
- Provides all employees with an equal opportunity ✓ to be selected/appointed/ promoted in a position ✓
- Provides employees with legal recourse ✓ if they believe they have been unfairly discriminated against. ✓
- Motivates employees ✓ because the workforce is more diverse/representative/inclusive ✓
- Encourages diversity in business ✓ by employing people from various racial backgrounds. ✓
- Encourages consultation ✓ between employer and employees. ✓
- Prevents unfair discrimination ✓ as it ensures that the workforce represents the demographics of the country. ✓
- Businesses are in a better position ✓ to negotiate contracts with the government/Impacts positively of BEE ratings of businesses ✓
- Certified psychometric tests may be used ✓ to assess applicants/employees to ensure that suitable ✓
- Any other answer related to the positive impact of EEA on business.

**AND/OR****Negatives/Disadvantages**

- Increased administration burden, ✓ as businesses must compile/submit employment equity reports every two years. ✓
- Expensive to train/employ someone ✓ who knows little about the Act ✓
- Fines/Penalties for non-compliant businesses may be expensive ✓ for the business. ✓

- Employers have to appoint one or more senior managers√ to ensure the implementation of the plan, which increases salary expenditure√
- Businesses must submit a compliance certificate√ before they can conduct business with state businesses√
- Businesses are sometimes pressurised to appoint an unsuitable EE person√ to meet EE requirements√
- Often positions go unfilled√ because there are no suitable EE candidates√
- Any other answer related to the positive impact of EEA on business

**Max (14)****5.4 BBBEE pillars****Management control**

- Business must ensure that transformation√ is implemented at all levels. √
- Appoint black √ in senior executive positions/to management. √
- Involve black people√ in the decision-making processes. √
- Ensure that black females √ are represented in management. √
- Businesses score points in both management and ownership when selling more than 25 % of their shares to black investors √ so that some of them can become directors√
- Due to a shortage of skilled black managers/directors√ some businesses find it difficult to make appointments√
- Businesses are directly penalised√ for not implementing this pillar. √
- Any other relevant answer related to implications of management control as a pillar of BBBEE

**Sub max (6)****Enterprise and supplier development (ESD)**

- Business must create jobs√ as ESD promotes local manufacturing. √
- Businesses are encouraged√ to invest/support black owned SMMEs. √
- Contribution can be monetary, √ e.g. loans/investments/donations. √
- Contribution can be non-monetary√, e.g. consulting services /advice/ entrepreneurial programmes, etc. √
- Outsource services to suppliers√ that are BBBEE compliant. √
- Identify black owned suppliers that are able√ to supply goods and services. √
- Develop the business skills of small/black owned suppliers√ e.g. sales techniques, legal advice, etc. √
- Support the cash flow of small suppliers√ by offering them preferential terms of payment. √
- Businesses should invest in/support√ black owned SMMEs. √
- SMMEs will be encouraged to use their own business initiatives√ to make them sustainable. √
- Develop and implement√ a supplier development plan/supply chain. √
- Small/Large businesses may not be able√ to afford enterprise development investment/support. √
- Black owned SMMEs may become too reliant on support√ from other businesses/ unable to take their own initiatives. √
- BBBEE suppliers √ may be without good workmanship. √
- Smaller businesses that are not BBBEE compliant √ lose business. √
- Businesses are forced to choose from a smaller pool√ of suppliers. √
- Any other answer related to implication of ESD as a pillar of BBBEE

**Sub max (6)****Max (12)**

**5.5 Penalties for non-compliance with the BBBEE**

- Businesses may face imprisonment for non-compliance and fronting practices. ✓✓
  - The penalty could be a fine of up to 10% of the company's annual turnover. ✓✓
  - A business can be banned from participating in government contracts for a period of 10 years. ✓✓
  - Business licenses may not be renewed and authorisations may not be issued ✓✓
  - Government will cancel any contract awarded that was based on false information regarding B-BBEE status. ✓✓
  - Businesses that fail to achieve at least a minimum 40% of compliance with ownership, skills development and new enterprise and supplier development will be automatically downgraded the by one level. ✓✓
  - Any other relevant answer related to penalties for non-compliance with BBBEE
- Max (10)**

**5.6 Conclusion**

- The EEA and BBBEE Acts play an important role in addressing inequalities in the work place. ✓✓
- Business must implement affirmative action when making appointments. ✓✓
- Businesses must ensure compliance with BBBEE Acts through effective application of the five pillars.  
non-compliance ✓✓
- Businesses that do not comply with BBBEE will face hefty penalties and reduce investor confidence.  
image and reduce investor confidence. ✓✓
- Any other relevant conclusion related to purpose of EEA, Impact of EEA, implications of management control and ESD on businesses as pillars of BBBEE, and penalties for non-compliance to BBBEE

(1 x 2) (2)

**BREAKDOWN OF MARK ALLOCATION**

DETAILS	MAXIMUM	
Introduction	2	<b>MAX 32</b>
Purpose of the Employment Equity Act	10	
Impact of Employment Equity Act	14	
Implications of the following pillars in BBBEE: • Management control • Enterprise and Supplier Development	12	
Penalties for non-compliance with BBBEE	10	
Conclusion	2	
<b>INSIGHT</b>		
<b>Layout</b>	2	<b>8</b>
<b>Analysis, interpretation</b>	2	
<b>Synthesis</b>	2	
<b>Originality, examples</b>	2	
<b>TOTAL MARKS</b>		<b>40</b>



**QUESTION 6**

**6.1 INTRODUCTION**

- Business ethics and professional behaviour are the cornerstones for organisation culture. ✓
- Businesses need to be ethical, professional and responsible in their operation, whilst also making profit ✓
- A code of conduct provides a guide for employees to behave in a professional and ethical manner. ✓
- The King Code sets out principles of good corporate governance for businesses ✓
- Any other relevant introduction related to differences between ethical and unprofessional behaviour, ways in which professional, ethical, responsible and effective business should be conducted, strategies to deal with sexual harassment and unauthorised use of business funds and resources and application of King Code principles.

. (2 x 1) (2)

**6.2 Differences between ethical and professional behaviour**

<b>ETHICAL BEHAVIOUR</b>	<b>PROFESSIONAL BEHAVIOUR</b>
- Refers to the principles of right and wrong/acceptable in society ✓✓	- Refers to what is right/wrong/acceptable in a business ✓✓
- Conforms to a set of values that are morally acceptable ✓✓	- Set of standards of expected behaviour ✓✓
- Forms part of a code of conduct to guide employees to act ethically ✓✓	- Applying a code of conduct of a profession or business ✓✓
- Focuses on upholding the reputation of a business/profession ✓✓	- Focuses on developing a moral compass for decision making
- Involves following the principles of right and wrong in business activities/practices/dealings ✓✓ I	- Includes guidelines on employees' appearance/communication/attitude/responsibility, etc. ✓✓
- Any other relevant answer related to ethical behaviour	- Any other relevant answer related to professional behaviour
<b>Sub Max (4)</b>	<b>Sub max (4)</b>

**Max (8)**

- NOTE:**
1. The answer does not have to be in a tabular format.
  2. The distinction does not have to be linked, but must be clear.
  3. Award a maximum of FOUR (4) marks if the distinction is not clear/Mark either professional or ethical behaviour.



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

- Businesses should treat all their employees equally√, regardless of their race/colour/age/gender/disability etc. √
- Mission statement should include√ values of equality/respect. √
- Treat workers with respect√/dignity by recognising work well done/the value of human capital √
- Pay fair wages/salaries √which is in line with the minimum requirements of the BCEA/Remunerate employees for working overtime/during public holidays. √
- All workers should have access√ to equal opportunities/positions/resources. √
- Plan properly√ and put preventative measures in place. √
- Ensure that employees work in a work environment√ that is conducive to safety/fairness/free from embarrassment. √
- Refrain from starting a venture using other businesses' ideas√ that are protected by law. √
- Engage in environmental awareness programmes√/Refrain from polluting the environment, e.g. by legally disposing of toxic waste. √
- Employers and employees need to comply with legislation√ with regard to equal opportunities/human rights in the workplace. √
- Any other relevant answer related to ways in which professional, ethical, effective and responsible business practice should be conducted
- Businesses should develop equity programmes√/promote strategies to ensure that all employees are treated equally regardless of status/rank/power.√
- Training/Information/Business policies√ should include issues such as diversity/discrimination/harassment.√
- Employers should respond swiftly and fairly√ to reported incidents of discrimination in the workplace.√
- Orders/Tasks should be given respectfully and allow the recipient/employee to have a say√ in the manner in which the task should be performed.√
- Any other relevant answer related to ways in which professional, ethical, effective and responsible business practice should be conducted

**Max (14)**

### 6.4 Strategies to deal with unprofessional business practices Sexual harassment

- Implement internal complaints√ and disciplinary procedures. √
- Educate employees√ on sexual harassment matters√
- Formulate a policy√ regarding sexual harassment. √
- Create a good working environment √where all employees' rights and dignity are respected. √
- Internal investigation should be made√in order to determine the seriousness of the harassment. √
- Serious cases/matters on sexual harassment√ should be reported to the appropriate institutions such as the South African Police Services (SAPS). √
- Ensure compliance √with the law/business code of conduct. √
- Any other relevant answer related to strategies to deal with sexual harassment

**Sub max (6)**

**Unauthorised use of workplace funds and resources**

- Conduct ✓ regular audits. ✓
- Identify ✓ risk areas/ vulnerable areas ✓
- Limit the number of employees ✓ having access to business funds/assets. ✓
- Implement/Introduce ✓ fraud prevention strategies. ✓
- Educate employees ✓ about the impact of fraud. ✓
- Fraud prevention should be a collective responsibility ✓ of business and workers. ✓
- Clear policies should be in place ✓ so that employees are aware of what is considered to be fraud. ✓
- Set up systems in the organisation ✓ for the reporting of fraud and corruption. ✓
- Any other relevant answer related to strategies to deal with unauthorised use of business funds and resource.

**Sub max (6)****Max (12)****6.5 King code principles of good corporate governance****Transparency** ✓✓

- Decisions/Actions must be clear to all stakeholders. ✓✓
- Staffing and other processes should be open and transparent. ✓✓
- Employees/Shareholders/Directors should be aware of the employment policies of the business. ✓✓
- Auditing and other reports must be accurate/ available to ✓✓shareholders/employees. ✓✓
- Regular audits should be done to determine the effectiveness of the business.
- Business deals should be conducted openly so that there is no hint/sign of dishonesty/corruption. ✓✓
- Businesses should give details of shareholders' voting rights to them before/at the Annual General Meeting (AGM). ✓✓
- The board of directors must report on both the negative and positive impact of the business on the community/environment ✓✓.
- The board should ensure that the company's ethics are effectively implemented. ✓✓
- Any other relevant answer related to the application of transparency in a business.

**Sub max (6)****Accountability** ✓✓

- There must be regular communication between management and stakeholders. ✓✓
- Company should appoint internal and external auditors to audit financial statements. ✓✓
- The board should ensure that the company's ethics are effectively implemented. ✓✓
- Businesses should be accountable/ responsible for their decisions/actions. ✓✓
- Businesses should present accurate annual reports to shareholders at the Annual General Meeting (AGM). ✓✓
- Top management should ensure that other levels of management are clear about their roles and responsibilities to improve accountability ✓✓.
- Any other relevant answer related to the application of accountability in a business.

**Sub max (6)**

**Responsibility**√√

- The business/ board should develop and implement programmes that should be aimed at protecting the communities in which they operate. √√
- The business/ board should develop remedial programmes to protect the environment for example, reduce air and water pollution√√
- Any other relevant answer related to the application of responsibility in a business

**Sub max (6)****Max (12)****6.6 CONCLUSION**

- Businesses need a Code of Conduct to be in place to ensure that professional and ethical behaviour is observed at times.
- Business must maintain a balance between profit motive and finding ways in which professional, responsible, ethical and effective business practice should be conducted.
- A code of conduct should outline the consequences of employees who engage in sexual harassment and use of unauthorised use of business funds and resources
- Businesses that apply the King Code principles improves their image and instill investor confidence.
- Any other relevant conclusion related to differences between ethical and professional behaviour, ways in which professional, ethical, responsible and effective business practice should be conducted, strategies to deal with sexual harassment and unauthorised use of business funds and resources and application of King Code principles.

**Max (1 x 2) (2)****BREAKDOWN OF MARK ALLOCATION**

<b>DETAILS</b>	<b>MAXIMUM</b>	
Introduction	<b>2</b>	<b>32</b>
Difference between ethical behaviour and professional behaviour	<b>8</b>	
Ways in which professional, ethical, effective and responsible business practice can be conducted	<b>14</b>	
Strategies to deal with: Sexual harassment	<b>6</b>	
Unauthorized use of business funds and resources	<b>6</b>	
King Code principles of good corporate governance	<b>12</b>	
Conclusion	<b>2</b>	
<b>INSIGHT</b>		
<b>Layout</b>	<b>2</b>	<b>8</b>
<b>Analysis, interpretation</b>	<b>2</b>	
<b>Synthesis</b>	<b>2</b>	
<b>Originality, examples</b>	<b>2</b>	
<b>TOTAL MARKS</b>		<b>40</b>