

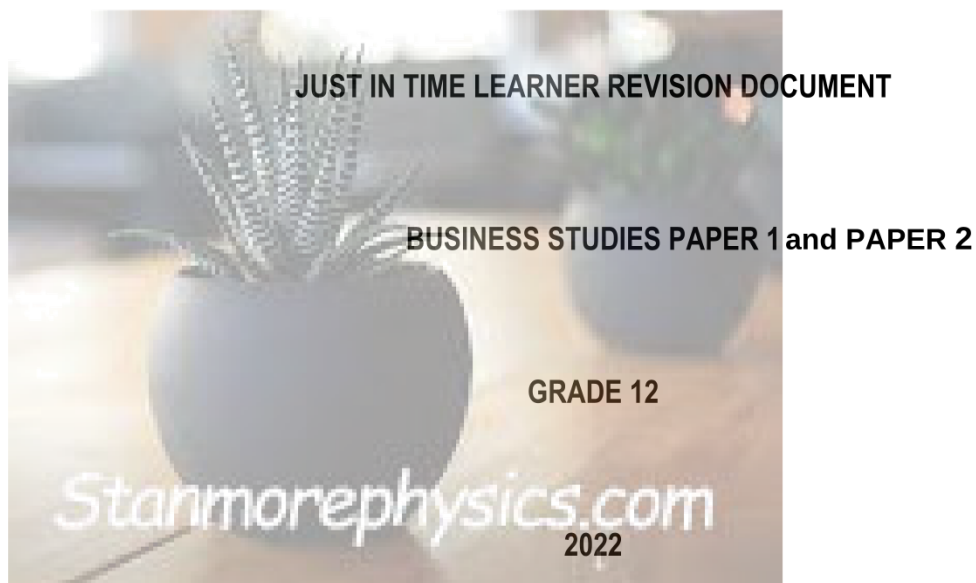


# KWAZULU-NATAL PROVINCE

**EDUCATION**  
REPUBLIC OF SOUTH AFRICA

**CURRICULUM GRADE 10 -12 DIRECTORATE**

**NCS (CAPS) SUPPORT**



## PAPER 1

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**Activity 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 ... was designed to ensure that suitable and qualified previously disadvantaged individuals are given equal job opportunities.

- 
- A. Affirmative action
  - B. CCMA
  - C. National Consumer Commission
  - D. Trade union

**1.1.2** Negotiations between employers' association and trade unions on matters such as conditions of employment.

- A. Labour court
- B. Collective bargaining
- C. SAQA
- D. Bargaining council

**1.1.3** This Act protects employers from a financial burden should employees be involved in an accident at the workplace.

- A. Skills Development Act (SDA), 1998 (Act 97 of 1998)
- B. Consumer Protection Act (CPA), 2008 (Act 68 of 2008)
- C. Labour Relations Act (LRA), 1995 (Act 66 of 1995)
- D. Compensation for Occupational Injuries and Diseases Act (COIDA), 1997 (Act 61 of 1997)

**1.1.4** BBBEE pillars that identifies black owned suppliers that are able to supply goods and services.

- A. Ownership
- B. Enterprise and Supplier Development (ESD)
- C. BEE
- D. Management

1.1.5 Businesses that offer goods and services on credit must be registered with...

- A. Credit provider
- B. SETA's
- C. National Credit Regulator
- D. Consumer Complaint Commission

(2x5=10)

Solutions

**Activity 1**

1.1.1 A✓✓

1.1.2 B✓✓

1.1.3 C✓✓

1.1.4 B✓✓

1.1.5 C✓✓

(10)

**Activity 2**

2.1 Identify the consumer rights as stipulated in the Consumer Protection Act (CPA), 2008 from the statement below

2.1.1 A customer requested a written quotation and cost estimates from the business before concluding a sale agreement.

2.1.2 The business provides all the information related to the country of origin, expiry dates and ingredients of the product they supply.

2.1.3 The business was able to protect customers who lost their lay-byes due to recent lootings.

2.1.4 A client submitted complain to Ombudsman about poor services rendered by a business

2.1.5 The business does not share its customers' personal information with other businesses.

(2x5=10)



2.2 Read the following scenario below and answer the question that follow.

**DADA STYLISH COLLECTION (DSC) LTD**

Dada Stylish Collection LTD specialises in the manufacturing of a variety of fashion clothes. DSC LTD supports counselling programs and encourage employees to form HIV/Aids support groups for employees. The company offered some of its shares to their previously disadvantaged employees.

2.2.1 Identify TWO pillars of the BBBEE Act from the scenario above that DSC implemented. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.2.1

PILLARS	MOTIVATIONS
1.	
2.	

(6)

2.2.2 Discuss the implication of the following pillars of BBBEE on businesses.

2.2.1 Management Control (4)

2.2.2 Skills development (4)

**Activity 3**

**BUSINESS ENVIRONMENTS (LEGISLATIONS)**

The aim of Employment Equity Act (Act 55 of 1998) is to ensure that equal employment opportunities are given to all people regardless of race, culture/ language /religion/ disability etc. Businesses are obliged to comply with the requirements of the Act or face penalties for non-compliance.

As an expert on recent legislation, write an essay on the following aspects:

- Outline the purpose of EEA.
- Discuss the impact of the EEA on businesses.
- Advise businesses on penalties or consequences that may face for not complying with the EEA
- Suggest practical ways in which businesses can comply with this Act.

(40)

**BUSINESS ENVIRONMENTS**

**TOPIC 2 BUSINESS STRATEGIES**

**Activity 1.1**

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

1.1.1 The process whereby a business stops operating and sells all assets to pay off debts:

- A retrenchment
- B liquidity
- C divestiture
- D liquidation

1.1.2 An industrial analysis tool used to analyse the challenges of the macro environment:

- A Porter's Five Forces model
- B PESTLE
- C SCAMPER
- D Balanced Scorecard

1.1.3 An action plan to achieve a specific goal:

- A monitoring
- B strategy
- C strategic management
- D strategic evaluation

1.1.4 Businesses add unrelated products to their existing products which may appeal to new group of customers. This is an example of a.....

- A conglomerate
- B horizontal
- C concentric
- D diagonal

1.1.5 Which of the following statements is not the advantage of intensive strategies.

- A increase in sales
- B gain customer loyalty
- C control prices
- D eliminate competitors

5X2 (10)

1.2 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A-J) next to the question numbers (1.2.1 to 1.2.5) e.g. 1.2.6 K.

COLUMN A	COLUMN B
1.2.1 Concentric Diversification	A. a growth strategy where businesses aim to introduce new products into existing markets/modifies an existing product. B. business adds a new product or service that is related to existing products and which will appeal to new customers. C business combines business with or take over its distributors D business combines business with or take over its suppliers. E business adds new products or services that are unrelated to existing products which may appeal to new groups of customers. F business disposes/sells some assets/divisions that are no longer profitable/ productive G business adds a new product or service that is unrelated to existing products and which will appeal to new customers H a growth strategy where businesses aim to sell its existing products in new markets. I business takes control of/ incorporates other businesses in the same industry/which produce/sell the same goods/services. J business adds new products or services that are unrelated/ different to existing products, but which may appeal to existing/current customers.
1.2.2 Horizontal Diversification	
1.2.3 Conglomerate Diversification	
1.2.4 Product Development	
1.2.5 Market Development	

(2x5=10)

**Activity 2**

**(SWOT ANALYSIS)**

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

**NDIZA CONSTRUCTION (NC)**

Ndiza construction has been operating for 15 years in Richards Bay. NC has hired two qualified civil engineers. NC has been invited by Mhlathuze Municipality to tender for construction services. Khula Projects Pty Ltd, a prominent construction company in the area also tendered their application. NC is currently experiencing high staff turnover due to poor safety measures. Zululand Observer reported that drug addicts in the area steal construction equipment and material.

2.1.1 Compile a SWOT analysis for Ndiza Construction. (4)

**Activity 3**

**(PORTERS FIVE FORCES)**

3.1 Identify Porter's Five forces model for Gijima Group Ltd from given statements.

3.1.1 Sizwe Concrete Product is the only place where Gijima Group Ltd can buy bricks.

3.1.2 Gijima Group Ltd has few regular customers who always negotiate cheaper prices.

3.1.3 Gijima Group Ltd wants to start mining coal which requires huge capital to cover high start-up costs.

3.1.4 Gijima Group Ltd customers prefer buying reasonable priced jackets in winter to more expensive, coats.

3.1.5 Siyazama Value Ltd attracts more customers than Gijima Group Ltd.

5x2 (10)

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

**ASIBONGE TRADING ENTERPRISE (ATE)**

Asibonge Trading Enterprise specialises in selling consumer products. ATE conducted an environmental analysis by assessing available suppliers that deliver high quality products. ATE also assessed how easy it is for new businesses to enter the market.

3.2.1 Identify TWO Porter's Five Forces that are applicable in the scenario. (4)

3.2.2 Advise ATE on OTHER ways they could apply Porter's Five Forces model identified in

**QUESTION 3.2.1** to analyse their position in the market. (4)

**Activity 4**

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

**HAWK BUS SERVICES (HBS)**

Hawk Bus Services offers transport services to commuters between Gauteng and Kwa-Zulu Natal. HBS is struggling to maintain their market share due to high cost of implementing online transaction system. Commercial banks and other financial institutions also increased their interest rate making it expensive to borrow money.

4.1.1 Quote TWO challenges for HBS from the scenario above. (2)

4.1.2 Identify the PESTLE factor that links to EACH challenge, as quoted in QUESTION 4.1.1. (4)

4.1.3 Recommend ways in which businesses could deal with PESTLE FACTORS identified in QUESTION 4.1.2. (4)

Use the table below as a GUIDE to answer QUESTION 4.1.1 to 4.1.3.

CHALLENGES 4.1.1	PESTLE FACTORS 4.1.2	RECOMMENDATIONS 4.1.3
1.		
2		

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

**ISANDO CHEMICAL MANUFACTURES (ICM)**

Isando Chemical Manufacturers specialises in manufacturing chemical products. Recently ICE buildings were destroyed by floods due to climate change. High legal cost may prevent ICE in obtaining a new licence.

4.2.1 Identify TWO PESTLE factors that pose a challenge to ICE. Motivate your answer by quoting from the scenario above. (6)

Use the table below as a **GUIDE** to answer **QUESTION 4.2.1**

PESTLE FACTORS	MOTIVATIONS
1	
2	

4.2.2 Recommend ways in which ICE can deal with challenges posed by PESTLE factors identified in QUESTION 4.2.1. (4)

Use the table below as a **GUIDE** to answer **QUESTION 4.2.2**

PESTLE FACTORS	RECOMMENDATIONS
1	
2	

4.3 Explain how the following PESTLE factors pose challenges to businesses:

4.3.1 Political (4)

4.3.2 Social (4)

4.4 Identify diversification strategy for Subramany Group Ltd from given statements

4.4.1 Bongekile Network a cellphone producing company decided to introduce a tablet into their range of products.

4.4.2 Van Rooyen Retailers expanded its operations by opening Van Rooyen Airlines.

4.4.3 Naidoo Cash and Carry a discount supermarket decided to introduce a clothing department for its existing customers.

### Activity 5

Businesses realise the importance of the strategic management process when devising suitable business strategies. They must also take into cognisance the benefits of intensive strategy. Some businesses maintain that effective implementation of Porter's Five Forces model is crucial for proper market environment analysis. Successful businesses constantly evaluate implemented strategies for further improvement.

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

- Describe the strategic management process.
- Discuss the advantages of intensive strategies.

- Explain how businesses could apply Porter's Five Forces model to analyse their position in the market.
- Advise businesses on the steps they should consider when evaluating strategies. **[40]**

**ACTIVITY 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 Jabavu Furniture specialises in the distribution of office furniture. It operates in the ... sector.

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

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

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

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

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

(3x2) (6)



1.2 Identify the business sector represented in EACH of the following statements:

- 1.2.1 Natural resources which are not man made like coal, gold, fish and livestock are extracted from this sector.
- 1.2.2 This sector renders services to the public and businesses.
- 1.2.3 This business sector is responsible for changing raw materials into useful products.
- 1.2.4 Insurance and banking are examples of businesses in this sectors

(4x2) (8)

## ACTIVITY 2

2.1 Read the scenario below and answer the questions that follow:

### PARAPARA TIMBER (PT)

Parapara Timber specialises in the extraction of trees. Their suppliers have increased their prices by more than 20%. The supervisor does not have a good working relationship with his employees. PT can no longer export their products due to an increase in the exchange rate.

2.1.1 Identify the business sector in which Parapara Timber operates and motivate your answer by quoting from the scenario. (3)

2.1.2 Quote **Three** challenges from the above scenario, classify EACH challenge according to business environment and state the extent of control PT has over EACH business environment.

(9)

Use the table below to answer QUESTION 2.1.1

Challenges	Business Environment	Extent of Control
1.		
2.		
3.		

## ACTIVITY 3

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

### GREEN ENERGY ENTERPRISE (GEE)

Green Energy Enterprise produces yoghurt. They buy their raw material from Pink Groove Farm which is sometimes out of stock. GEE employees are regularly absent from work. The local government has instructed the management of GEE to register their products with the South African Bureau for Standards.

- 3.1.1 Name the business sector in which Green Energy Enterprise is operating (1)
- 3.1.2 Identify THREE challenges for GEE's business and classify EACH challenge according to the business environment. (6)

#### ACTIVITY 4

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

##### **SHANDU LEGAL SERVICES (SLS)**

**Shandu Legal Services (SLS)** is situated at the Pretoria CBD. SLS's assistant lawyers are not trained to handle criminal cases. Another law firm, Mbuzi Inc. has set up a law practice in the same office block as SLS. SLS can no longer pay their bank loan due to an increase in interest rates.

- 4.1.1 Identify the business sector in which SLS is operating. Motivate your answer by quoting from the scenario above. (3)
- 4.1.2 Identify **THREE** challenges for SLS business and classify EACH challenge according to the business environment, State the extent of control SLS has over EACH business environment. (9)

Use the table below as a guide to answer 4.1.2

Challenge	Business Environments	Extent of control
1.		
2.		
3.		

**SECTION A**

**ACTIVITY 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 to 1.1.5) in your ANSWER BOOK for example, 1.1.6 D

1.1.1 Madiba Car Manufacturers used ... as a source of external recruitment for a vacant post.

- A Internal Bulletins
- B Business Circulars
- C Recruitment Agencies
- D Intranet

1.1.2 A tool used by the human resources function to source and analyse information about the business's workforce:

- A Job analysis
- B Recruitment
- C Fringe benefit
- D Job evaluation

1.1.3 The aspect of induction where employees are given information about the layout of the building:

- A Overview of the business
- B Tour of premises
- C Discussion of employee benefits
- D Introduction to key people and immediate colleagues

1.1.4 The purposes of an interview include:

- A Matching information provided by the applicant to the job requirement.

- B Inviting shortlisted candidates for interviews
- C Allow new employees the opportunity to ask questions that will put them at ease/reduce insecurity/anxiety/fear.
- D Increasing quality of performance.

1.1.5 Sandi, a new employee, was recently assigned to a specific job as a manager. This is ... as a human resource activity.



- A skills development
- B induction
- C selection
- D placement

(5 X 2) (10)

## ACTIVITY 2

2.1 List any THREE sources of internal recruitment. (3)

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

### SIYAVUYA ENTERPRISES (SE)

Siyavuya Enterprise has a vacancy for a financial manager they want to fill. SE wants to use a type of recruitment that is cost effective and takes a very short time, since their business is still new and does not have good finances.

2.2.1 Identify the recruitment method that would be suitable for SE. Motivate your answer by quoting from the scenario. (3)

2.2.2 Analyse the impact of the identified method of recruitment in QUESTION 2.4.1 (6)

2.3 Advise businesses on the recruitment procedure they can follow in order to fill in vacancies. (6)

2.4 Differentiate between job description and job specification as components of the job analysis.

Use the table below as a GUIDE to answer QUESTION 1.3

JOB DESCRIPTION	JOB SPECIFICATION



### ACTIVITY 3

3.1 Read the scenario below and answer questions that follow:

#### USHVEER CHEMICALS (UC)

Ushveer Chemicals is looking for an experienced manager to fill a vacant position. UC advertised the vacancy on the local newspaper. The human resources manager sorted the CVs and created a shortlist. They further invited the shortlisted candidates for interviews.

3.1.1 Quote TWO steps of the selection procedure applied by UC from the scenario above. (2)

3.1.2 Elaborate on the meaning of screening as part of selection procedure. (4)

3.2 Read the scenario below and answer questions that follow:

#### SIZWE CONSTRUCTION (SC)

Nokuzola, a human resources manager at Sizwe Construction shortlisted three suitable candidates and invited them for an interview. She booked and prepared the venue in advance. She also explained the purpose of the interview to the candidates. The candidates were requested to be honest about mistakes and explain how they dealt with them. The candidates maintained eye contact and good posture throughout the interview. Nokuzola thanked all the candidates for attending the interview.

Quote roles of the interviewer and interviewee during the interview from the scenario above.

Use the table below as a GUIDE to answer QUESTION 3.2

ROLE	QUOTATIONS
1. Interviewer	1. 2.
2. Interviewee	1. 2.

(4)

#### ACTIVITY 4

4.1 Read the scenario below and answer questions that follow

##### **ASHLEY DIGITAL (AD)**

The Ashley Digital has recently employed two employees. The employment contracts were valid and in line with the BCEA. The employer and employees signed the employment contracts. Contents of the employment contract also included full details of employer, leave and probation period.

4.1.1 Name TWO aspects of an employment contract from the scenario above. (2)

4.1.2 Define the meaning of an employment contract. (2)

4.3 Advise businesses on the legalities of an employment contract. (6)

#### ACTIVITY 5

5.1 Read the scenario below and answer questions that follow:

##### **TARROS ENTERPRISES (TE)**

Tarros Enterprises recently inducted two new employees. The new employees were given information about the layout of the building. This allowed the new employees to settle in quickly and work effectively. Safety regulations and rules were also explained to new appointees.

5.1.1 Quote TWO purposes of induction from the scenario above. (2)

5.1.2 Explain other benefits of induction. (4)

5.2 Discuss the procedure that businesses should follow when placing new employees. (4)

5.3 Advise businesses on the importance of training/skills development in HRM. (4)

#### ACTIVITY 6

6.1 Identify the salary determination method used by Demi Furnitures applicable in EACH statement below:

6.1.1 Thandi is remunerated according to the number of tables produced. (2)

6.1.2 Eric is remunerated according to the number of hours spent on a task. (2)

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

**MOHAMED CONSTRUCTION (MC)**

Mohamed Construction appointed Sanele as a skills development facilitator. Above the salary package, he also receives performance based incentives; car allowance and medical aid. He is also registered to UIF by his employer.

6.2.1 Name any TWO fringe benefits mentioned in the scenario above. (2)

6.2.2 Explain Unemployment Insurance Fund (UIF) as a benefit required by law. (4)

**ACTIVITY 7**

Businesses should consider certain factors when preparing for an interview. Employment contracts may be ended based on various reasons. Fringe benefits offered by a business can give a business a competitive advantage over other businesses. It is also important for businesses to comply with Employment Equity Act (EEA) by treating their employees fairly.

Write an essay on human resource in which you include the following aspects:

- Outline the role of an interviewer when preparing for an interview.
- Explain the reasons for the termination of an employment contract.
- Discuss the impact of fringe benefits on businesses.
- Advise businesses on the implication of EEA on human resources function. (40)

**SECTION A (COMPULSORY)**

**ACTIVITY 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 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.

1.1.1 The role of...is to investigate problems and suggest solutions to management.

- A Quality teams
- B Quality circles
- C Quality management system
- D Quality control

1.1.2 Impact of TQM on the reduction of the cost of quality.

- A Setting unrealistic targets that are impossible to achieve.
- B Work closely with suppliers to improve the quality of raw materials
- C Sell quality products/services to the target market.
- D Revise mission, goals and objectives of the business.

1.1.3 Mohanlal Services applies the ... function effectively when communicating shared vision.

- A production
- B administration
- C general management
- D marketing

1.1.4 The concept ...refers to ensuring that goods/services have the ability to satisfy a specific need

- A quality performance
- B quality assurance
- C information



D quality

1.1.5 Impact of TQM if poorly implemented by businesses will lead to ...

- A decline in productivity, because of stoppages
- B increase in productivity, because of continuous production
- C continuous good performance by the business
- D aggressive advertising

1.1.6 Management ensures that each employee is responsible for the quality of his/her work/actions. This is known as ...

- A individual quality
- B interpersonal attitude
- C total client satisfaction
- D total quality management

1.1.7 "Plan" as part of the 'PDCA' model/cycle addresses the question...

- A how many products were produced
- B is the difference made or not
- C 'what to do' and 'how to do it'.
- D are there any defects/mistakes to be corrected

(7x2) (14)

## SECTION B

### ACTIVITY 2

2.1 Outline the quality indicators of the General Management. (4)

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

#### **Sizaro Manufacturers (SM)**

The management of Sizaro Manufacturers(SM) decided to reduced the cost of quality to be sustainable. To achieve this Sizaro Manufacturers, schedule their activities to

eliminate duplication of tasks. They also share responsibility for quality output amongst management and workers.

- 2.2.1 Quote TWO ways TQM can reduce the cost of quality, from the scenario above. (2)
- 2.2.2 Explain other ways TQM can reduce the cost of quality. (6)
- 2.3 Describe how businesses can apply the PDCA model to improve the quality of products. (8)
- 2.4 Advise businesses of the positive impact continuous skills development and education and training on large businesses. (6)

## **SECTION C**

### **ACTIVITY 3**

Business should have a clear understanding of quality management and quality performance. The production department must be clear on how to manage quality. The goal of monitoring and evaluation of quality processes is to improve current and future management of outputs. Quality circles contribute towards the improvement of quality systems.

Write an essay on quality of performance in which you address the following aspects:

- Outline the differences between quality management and quality performance.
- Explain the quality indicators of the production function.
- Discuss the impact of monitoring and evaluation of quality processes on large businesses.
- Advise businesses on the importance of quality circles as part of continuous improvement to processes and systems.

[40 marks]

## **PAPER 2**

NO.	TOPIC	PAGE
1	MANAGEMENT AND LEADERSHIP	23 - 26
2	INVESTMENT: SECURITIES	27 - 30
3	INVESTMENT: INSURANCE	31 - 33
4	FORMS OF OWNERSHIP	34- 36
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## **BUSINESS VENTURES**

### **LEADERSHIP AND MANAGEMENT**

#### **Section A**

#### **Activity 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 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.

1.1.1 Zethu Mkhize believes in delegating duties to empower his employees. Zethu uses ... leadership style.

- A. transformational
- B. laissez faire
- C. autocratic
- D. delegating

1.1.2 A ... leader is a person that uses personal charm and self-confidence to inspire people.

- A. charismatic
- B. situational

- C. transactional
  - D. delegating
- 1.1.3 Subordinates listen to what is expected of them and are willing to work as a team. This is a ... theory
- A. situational
  - B. transformational
  - C. leaders and followers
  - D. transactional
- 1.1.4 Khaya chooses this style when the business wants to maximise employee performance. Khaya is a ... leader
- A. charismatic
  - B. autocratic
  - C. laissez-faire
  - D. transactional
- 1.1.5 Thabi analyse group objectives to adopt a suitable leadership style. She uses the ... theory.
- A. situational
  - B. leaders and followers
  - C. transformational
  - D. transitional
- (5 x 2) (10)

## **Section B**

### **Activity 2**

- 2.1 Elaborate on the meaning of management. (4)
- 2.2 Outline the differences between autocratic leadership style and democratic leadership style (8)
- (12)

**Activity 3**

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

**NADIA TRADERS (NT)**

Nadia Traders is a school uniform shop situated in Howick. NT is managed by Ms Smith who regularly requests employees to contribute ideas on how to increase business profits. She leads by example as she always comes early at work. She applies different leadership styles in different situations.

3.1.1 Identify the leadership style that Ms Smith is applying in the scenario. Motivate your answer by quoting from the scenario above.

(3)

Use the table below as a GUIDE to answer question 3.1.1

LEADERSHIP STYLE	MOTIVATION

3.1.2 Discuss the impact of the leadership style identified in QUESTION 3.1.1 on Nadia Traders. (8)

(11)

**Activity 4**

4.1 Identify the leadership theories from the given statements below.

4.1.1 Encourages followers to explore new opportunities.

4.1.2 Different leadership characteristics are needed for different situations.

4.1.3 Leaders lead by example and reward positive behaviour.

(3 x 2) (6)

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

**HILLSIDE HOTEL (HH)**

Hillside Hotel has Thuba as a General Manager. He has a positive attitude and knows that there is always more to learn. Thuba models the behaviour that he wants to see in his followers. He rewards employees who are loyal to him.

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

4.2.2 Discuss ANY OTHER roles of personal attitude in successful leadership. (4)

(12)

**Activity 5**

**Section C**

Leaders influence their followers to follow their instructions. Democratic leadership style and laissez faire leadership style can be used by a leader in the business. Leaders and followers leadership theory can be better used when there is mutual trust. The businesses are expected to apply different styles at the different situations that they encounter.

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

- Differentiate between management and leadership.
- Explain leaders and followers as theory of management and leadership.
- Analyse the impact of *democratic* and *laissez-faire* leadership styles on businesses.
- Recommend situations in which the above-mentioned leadership styles could be applied in the workplace. [40]

**TOPIC: INVESTMENT (SECURITIES)**

**ACTIVITY 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 1.1.2) in the ANSWER BOOK, e.g.1.1.5. D.

1.1.1 Kelvin Enterprise invested R5 000 for three years at 12% simple interest per year. They will receive an amount of ...as interest at the end of the investment period.

A R6 800

B R2 024

C R1 800

D R1 200

1.1.2 The dividend on ... shares is paid to shareholders at a fixed rate.

A ordinary

B bonus

C preference

D founder's

(2x2) (4)

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 (1.1.1 to 1.1.2) in the ANSWER BOOK.

inflation; capital; risk; unit trust; current; RSA retail savings bonds

1.2.1 Refers to the chance that the invested amount may reduce in value due to unforeseen circumstances. (2)

1.2.2 The ... market is for securities/shares where companies and the government can raise long- term funds. (2)

1.2.3 The National Treasury of South Africa offers...as a secure investment opportunity. (2)

3x2 (6)

## ACTIVITY 2

State any TWO forms of investment opportunities 4)

2.1 Identify the type of preference share represented by EACH of the statements below.

2.1.1 Shareholders are entitled to share any surplus profits. (2)

2.1.2 Shareholders are compensated for past dividends that were not payout when profits were too low to declare dividends. ( 2)

2.2 Name FOUR types of shares. (4)

2.4 Discuss the advantages of unit trusts as a form of investment. (6)

2.5 Explain the functions of the Johannesburg Security Exchange. (6)

## ACTIVITY 3

3.1 Outline TWO rights of ordinary shareholders. (4)

3.2 Read the scenario below and answer the questions that follow

### MZO SHOE TRADERS (MST)

Mzo Shoe Traders invest their surplus funds in different investments. Some are used to secure portions of ownership from companies on the open market. They also have investments pooled together in a fund and managed by a portfolio manager. A small amount is invested very conservatively at a financial institution.

3.2.1 Identify THREE forms of investment that are applicable to MZO SHOE TRADERS. Motivate your answer by quoting from the scenario above.

Use the table below as a guide to answer QUESTION 3.2.1

FORM OF INVESTMENT	MOTIVATION
a)	
b)	
c)	

(9)



#### ACTIVITY 4

4.1 Explain the following factors that may affect investment decisions.

Use the table below as a GUIDE to answer QUESTION 4.1

FACTOR	DESCRIPTION
1. Return on investment	
2. Taxation	
3. Investment period	

(6)

4.2 Explain the following concepts/terms

4.2.1 Dividends (2)

4.2.2 Debentures (2)

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

#### **MONEY MARKERS(MM)**

Jali inherited R200 000 from her late dad's estate. She approached a local investment advisor for advice. The advisor offered her two options:

##### **Option 1**

Invest the R200 000 in a fixed deposit earning fixed interest at 10% per annum.

##### **Option 2**

Invest the R200 000 in a savings account earning interest at 10% per annum based on the original amount and accumulated interest on previous years.

4.3.1 State the type of interest applicable for each option. (2)

4.3.2 Distinguish between the type of interest stated in QUESTION 4.3.1 (4)

4.4. Evaluate the impact of the following investment opportunities:

4.4.1 RSA Retail Savings Bonds (4)

4.4.2 Unit trusts (4)

#### ACTIVITY 5

A stockbroker at the Johannesburg Stock Exchange was consulted by the owners of Truck Traders Limited who wants to invest in on ordinary and preference shares. Advise the management on the difference between unit trusts and RSA Retail Savings Bonds.

Write an essay on investments in securities in which you include the following aspects:

- Differentiate between ordinary and preference shares.
- Discuss the following factors that must be considered when making an investment decision:
  - Inflation
  - Liquidity
- Explain the impact of RSA Retail Savings Bond as a form of investment
- Advise the owners of Tuck Traders Limited on rights of preference shareholders

(40)

**TOPIC: INVESTMENT (INSURANCE)**

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 1.1.2) in the ANSWER BOOK, e.g.1.1.5. D.

- 1.1.1 The insurance concept of reinstatement refers to...
- A. The insured who may profit from insurance
  - B. When the insurer pays out cash instead of replacing the damaged property
  - C. When the insured is restored to almost the same financial position as before he incident occurred
  - D. It may be applied when the item is under-insured
- 1.1.2 The concept of insurance is...
- A. when a specified event may occur.
  - B. based on the principle of indemnity.
  - C. applicable to short term insurance.
  - D. based on the principle of certainty.

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 (1.1.1 to 1.1.2) in the ANSWER BOOK.

insurable; reinstatement; average; non-insurable

- 1.2.1 Auto Insurance Ltd applies the ... clause when goods are insured less than their market.
- 1.2.2 The... risks are insured by insurance companies.

**ACTIVITY 2**

2.1 State TWO insurable risks.

2.2 Read the scenario and answer the questions that follow



(2)

**CHRIS MANUFACTURERS (CM)**

The management of Chris Manufacturers signed an insurance contract with Quick Sure which contained, amongst others the following clauses: Compensation will be paid upon the death of key personnel employees. Compensation will be paid upon the loss of income due to employee strikes.

2.2.1 State TWO advantages of insurance for CM from the scenario above

2)

- 2.2.2 Explain other advantages of insurance for businesses. (4)
- 2.2.3 Discuss Road Accident Fund(RAF)/Road Accident Benefit Scheme (RABS) a type of compulsory insurance. (4)
- 2.3 Distinguish between insurance and assurance. (4)
- 2.4 Elaborate on the meaning of non-compulsory insurance (4)

### ACTIVITY 3

- 3.1 State examples of long –term insurance. (3)
- 3.2 Read the scenario below and answer the questions that follow:

#### **TAMARA MANUFACTURERS(TM)**

Tamara Manufacturers took out insurance on their inventory covering their business against theft, damage, fire and burglary. TM also planned carefully for the risks which are not insured.

- 3.2.1 Quote THREE examples of insurable risks from the scenario above (3)
- 3.2.2 Explain the term non-insurable risks and give one practical example for such risk. (3)

### ACTIVITY 4

- 4.1 Discuss TWO types of benefits covered by the Unemployment Insurance Fund (UIF). (6)
- 4.2 Explain any THREE principles of insurance. (6)
- 4.3 Read the scenario and answer the questions that follow.

#### **MZUKISI RETAIL STORES (MRS)**

Mzukisi Retail Stores bought stock worth R400 000, insured it for R300 000. Floods which took place in KwaDabula, destroyed stock in the warehouse to the value of R60 000.

- 4.3.1 Name the insurance clause that is applicable to the scenario above. (2)
- 4.3.2 Calculate the amount that Mzukisi Retail Stores will receive as compensation from the insurer. Show all calculations (4)
- 4.4 Advise business managers on the following compulsory insurance:

4.4.1 Unemployment Insurance Fund (UIF) (6)

4.4.2 Compensation Fund/Compensation for Occupational Injuries and Disease Act (6)

### ACTIVITY 5

Some businesses are not well conversant with the differences between over insurance and under-insurance. Others apply the principles of insurance when entering into an insurance contract. Many businesses regard the registration of employees with the Compensation Fund/COIDA, as an administrative burden.

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

- Outline the differences between *overinsurance* and *under-insurance*.
  - Explain any THREE principles of insurance.
  - Discuss the advantages of insurance for businesses.
  - Advise businesses on the Compensation Fund in terms of the COIDA as a type of compulsory insurance.

**[40]**

**Activity 1**

**Marks: 10**

- 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 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.
- 1.1.1 It is easy to establish as there are no legal formalities.
- A Partnership
  - B Sole Proprietor
  - C Private Company
  - D Public Company
- 1.1.2 A... is a document inviting the public to buy shares or securities
- A Prospectus
  - B Memorandum of incorporation
  - C Notice of incorporation
  - D Partnership article
- 1.1.3 In the ... company, directors have unlimited liabilities and are jointly liable for the debts of the business
- A Partnership
  - B Private
  - C Public
  - D Personal liability
- 1.1.4 Magnet Airlines SOC is an example of a ... company
- A Personal Liability
  - B Public
  - C State-owned
  - D Private

1.1.5 The objective of a ... is to create mutual benefits for the members

- A Cooperatives
- B Sole Proprietor
- C Partnership
- D Close Corporation

(10)

## Activity 2

**Marks: 16**

2.1 Identify the form of ownership applicable to EACH of the following statements.

2.1.1 The business raises its capital by issuing shares within the business.

2.1.2 The company is funded by donations and foreign funding

2.1.3 Minimum of five members is required to start a business. (6)

2.2 Differentiate between Private Company and Personal Liability (4)

2.3 Explain THREE characteristics of a Non-Profit Company (6)

(16)

## Activity3

3.1 Define the term unlimited liability (4)

3.2 Read the scenario below and answer the questions that follow

### **Hugo Manufacturers (HM)**

Hugo Manufacturers specialises in manufacturing of school bags. HM buys and sells shares freely through Johannesburg Securities Exchange (JSE). Most schools prefer buying from HM because they produce quality bags.

3.1.1 Identify the form of ownership represented in the scenario above. Motivate your answer by quoting from the scenario (3)

3.1.2 Explain the disadvantages of the form of ownership identified in QUESTION 3.1 (6)

3.3 Discuss the advantages of a State-Owned Company (4)

(17)

**Activity 4**

**Marks: 20**

- 4.1 Outline TWO characteristics of a Sole Proprietorship (4)
- 4.2 Tabulate the difference between a Private Company and Public Company (8)

Use the table below as a guide for your answer

Private company	Public company

- 4.3 Advise businesses on how the following criteria could contribute to the success and or failure of a Public Company
- 4.3.1 Legislation (4)
- 4.3.1 Taxation (4)

**Activity 5**

**Marks: 40**

**Essay (FORMS OF OWNERSHIP AND INVESTMENT OPPORTUNITIES)**

Starting a Public Company requires that the business be listed with Johannesburg Securities Exchange (JSE). This allows the company to use the services of a stockbroker. It must be acknowledged that ordinary shareholders have rights in the company. In this way, the criteria that contribute to success and or failure of a Public Company becomes possible and measurable.

In the light of the above statement, explain the following

- Outline FIVE functions of Johannesburg Securities Exchange (JSE)
- Differentiate between ordinary and preference shares
- Discuss rights of ordinary shareholders
- Suggest how the following criteria can contribute to the success and or failure factors of a Public Company
  - Management
  - Capital

(40)



**ACTIVITY 1**

- 1.1 Various options are provided as possible answers to the following question. Choose the answer and write only the letter (A-D) next to the question numbers (1.1.1 to 1.1.5) in the ANSWER BOOK. e.g. 1.1.6 D
- 1.1.1 This aspect should be considered when designing a multimedia presentation:
- A information should include past and present facts.
  - B choose images that may help to communicate the message.
  - C cover a large amount of information.
  - D maintain eye contact with the audience.
- 1.1.2 To improve in the next presentation, the presenter should...
- A Use legible font and font size so that it is easy to see/read
  - B Reflect on the length/time of the presentation to add/remove content.
  - C always address the questions and not the person
  - D Keep the presentation short and simple.
- 1.1.3 This is an example of a non-verbal presentation
- A line graph
  - B PowerPoint
  - C smart board
  - D overhead projectors/Transparencies
- 1.1.4 This visual aid allows notes/hard copies of slide presentation to be distributed at the end of the presentation as a reminder of key facts of the presentation.
- A written report.
  - B flip chart
  - C handouts/flyers/brochures
  - D oral report
- 1.1.5 This is how a presenter should respond to the questions in a non-aggressive and professional manner.
- A Information should include past and present facts.
  - B Conclude/End with a strong/striking ending that will be remembered.
  - C The presenter should not involve himself in debates when responding to the questions.
  - D Maintain eye contact with the audience
- (10)

## ACTIVITY 2

2.1 Read the following scenario below and answer the questions that follow

### MEPHO PRESENTATION(MP)

Mepho, the financial manager established credibility by introducing himself as the presenter at the start of the presentation and considered the time frame for his presentation. He ensured that information presented was relevant and accurate

2.1.1 Quote two factors to be considered when preparing for the presentation in the scenario above.

(2)

Use the table below to answer QUESTION 2.2.1

FACTORS	QUOTES
1. FACTORS TO BE CONSIDERED WHEN PREPARING FOR A PRESENTATION	1.
	2.

2.2 Explain factors that Mepho should consider when responding to questions in a non-aggressive and professional manner. (6)

2.3 Suggest areas of improvement in the next presentation. (6)

## ACTIVITY 3

3.1 Identify visual aids applicable in each statement below

3.1.1 The finance manager, used slides effectively and they were clear and visible to the audience.

3.1.2 Ben avoids printed material as it is expensive and easy to lose hard copies.

3.1.3 Maco recorded and summarized suggestions during brainstorming session

3.1.4 Sam used a visual aid that enabled him to write notes that were added during his presentation and capture them on computer after his presentation. (8)

## ACTIVITY 4

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

**JAVAS SHOE MANUFACTURERS (JSM)**

Mark, the marketing manager of JSM handed out material at the start of the presentation which distracted the audience attention. Material could not be combined with audio material so it only focuses on the visual aspects of support material.

- 4.1.1 Identify the type of visual aid applicable to Java's presentation. Motivate your by quoting from the scenario above. (3)
- 4.1.2 Discuss the impact of the visual aids mentioned in the scenario above. (8)
- 4.2 Give FIVE examples of non-verbal presentations. (5)
- 4.3 Outline aspects that should be considered when designing a multimedia for presentation. (6)
- 4.4 Read the scenario below and answer the questions that follow.

**ROLAND PRESENTATION (RP)**

Roland, a financial manager, has to present his financial report at the next management meeting. He wants his presentation to be effective as he will explain easily with transparencies and he is also considering to combine sound and pictures in the slides to enhance his presentation and make it effective to the audience.

- 4.4.1 Identify TWO types of visual aids applicable in the scenario above. (4)
- 4.4.2 Explain advantages of any ONE of types of visual aids identified in QUESTION 4.4.1 in the scenario above. (4)
- 4.5 Discuss the disadvantages of the Posters or banners as a visual aid. (6)
- 4.6 Evaluate the impact of the Interactive Smart boards as visual aids. (6)

**ESSAY**

**ACTIVITY 5**

Businessess consider certain aspects to desing a multimedia presentations.Certain factors must be considered while the presenter is presenting. The presenter must be able to respond to questions in a non-aggressive and professional manner. Some areas of improvement must be identified in preparation for the next presentation.

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

- Outline the aspects to be considered when designing the multimedia presentation.
- Discuss the factors that must be considered by the presenter while presenting.
- Explain how the presenter should respond to questions after a presentation in a non-aggressive and professional manner.
- Recommend areas of improvement in the next presentation. 40)

**BUSINESS ROLES**

**ETHICS AND PROFESSIONALISM**

**TOPIC: ETHICS AND PROFESSIONALISM**

**ACTIVITY 1**

- 1.1 Various options are provided as possible answers to the following questions. Choose the correct answer and write only the letter (-D ) next to the question numbers (1.1.1-1.1.5) in the answer book, e.g. 1.1.7 D
- 1.1.1 A King Code principle that requires companies to appoint internal and external auditors to audit financial statements
- A profitability
  - B responsibility
  - C accountability
  - D transparency
- 1.1.2 One of the following statements differentiate ethical behaviour from professional behavior
- A Applying a code of conduct in a profession an business
  - B Forms part of a code of conduct to guide employees
  - C Conforms to a set of values that are acceptable
  - D Set of standards of expected behavior
- 1.1.3 Golf Communication focuses on developing a moral compass for decision making. This is an example of... behavior
- A professional
  - B ethical
  - C moral
  - D code of conduct
- 1.1.4 Business may experience a decline in sales due to high costs added to the price of the products is a challenge of a...
- A pricing of goods in rural areas
  - B sexual harassment

C Unauthorized use of workplace funds and resources

D tax evasion

1.1.5 This is an example of unprofessional business practice

A using polite language to colleagues

B treating all people the same

C discussing client's information for personal gain

D using bribery to gain business

5x2=10

### Activity 2

2.1 Name any THREE examples of Ethical business practices. (3)

2.2 Identify the Unethical Business practice illustrated in each of the following scenarios:

2.2.1 Tycoon Supermarkets charges more of the same goods in the village than in the urban areas.

2.2.2 AK Hardware did not declare all their income to SARS. (4)

2.3 Distinguish between ethical behavior and professional behavior.

### Activity 3

Read the scenario below and answer the question that follows:

#### **MNYAMA ELECTRONICS (ME)**

Mnyama electronics sells and repairs electrical appliances at KwaSomkhele area. ME received negative publicity for advertising old products as new. They exploit their customers by adding much more than necessary to their prices

3.1.1 Identify types of Unethical business practices. Motivate your answer by quoting from the scenario above (6)

3.1.2 Recommend practical strategies that ME could introduce to deal with unethical business practices identified in Question 3.1.1 (8)

### Activity 4

4.1 Read the scenario below and answer the questions that follow

**PHILASANDE FLORIST (PF)**

Philasande is the business that specializes with selling flowers for different occasions, The management of Philasande Florist Ensures that employees work in environment that is conducive to safety. They plan properly and put preventative measures in place.

- 4.1.1 Quote Two ways in which PF conducts business professional, responsibly, and ethically (2)
- 4.1.2 Advise PF on other ways in which professional, responsible ethics, and effective business practice should be conducted. (8)

**ACTIVITY 5**

- 5.1 Elaborate on the meaning of professional behavior (4)
- 5.2 Read the scenario below and answer the questions that follow



**KUSASELIHLE'S COFFEE SHOP (KCS)**

Kusaselihle coffee shop is the business located in Mtubatuba town. The owner of the shop usually makes unwelcoming sexual remarks to her employees, some of her employees take extended lunch breaks

- 5.2.1 Identify TWO types of unprofessional business practice from the scenario above. Motivate your answer by quoting the statement from the (6)

Use the table below as the guide to your answer

UNPROFESIONAL BUSINESS PRACTICES	MOTIVATIONS
1.	1.
2.	2.

- 5.2.2 Explain how each type of unprofessional business practice identified in Q5.1.1 pose challenges on businesses. (8)
- 5.3 Suggest strategies in which business could deal with unauthorized use of workplace funds and resources as unprofessional business practice (4)

**ACTIVITY 6**

**ESSAY QUESTION**

According to the King Code principles, businesses are expected to conduct their operations in an ethical and professional manner. Various unethical business practice can pose challenge on businesses. It is therefore important for businesses develop strategies to address unethical business practices remain competitive and sustainability.

Write an essay on ethics in which you address the following aspects:

- Outline the meaning of ethical behavior
- Explain how businesses could apply any TWO King Code principles for good corporate governance to improve ethical business conduct
- Describe how the following unethical business practices can pose a challenge to business:
  - Unfair advertising
  - Taxation/Tax evasion
- Recommend ways in which businesses could deal with EACH of the above the above-mentioned unethical business practice

(40)



**ACTIVITY 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)
- 1.1.1 The ... technique provide time to think about the question in silence before responding
- A. brainstorming
  - B. force-field analysis
  - C. Delphi
  - D. nominal group
- 1.1.2 Fear of criticism may prevent full participation in...sessions.
- A. brainstorming
  - B. routine thinking.
  - C. decision making.
  - D. problem solving
- 1.1.3 The ... technique describes the current situation and the desired situation
- A. nominal group
  - B. brainstorming
  - C. force field analysis
  - D. creative thinking
- 1.1.4 The ability to think of original varied new ideas.
- A. Creative thinking
  - B. Delphi
  - C. Using routine thinking
  - D. allowing one employee
- 1.1.5 It is an expensive technique to use due to high administrative costs.
- A. Brainstorming
  - B. Delphi
  - C. Nominal group
  - D. Force Field analysis
- (5X2) (10)

**ACTIVITY 2**

- 2.1 Identify the problem-solving technique represented in EACH of the following statements:



- 2.1.1 Thembi gives his employees the opportunity to suggest ideas randomly which are then written on a flip chart
- 2.1.2 The management of Guzu Supermarket have listed the advantages and disadvantages of changing their business structure
- 2.1.3 The employees of Xulu Fashion Design have been requested to generate quietly as many ideas as possible and then to share them with other employees.
- 2.1.4 The business should choose the best solution after reaching consensus. (4x2) (8)
- 2.2 Explain any Four problem solving steps. (12)

### ACTIVITY 3

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

#### **KWAZAKHELE FURNITURE LTD (KF)**

Kwazakhele Furniture Ltd wanted to change the design of their furniture. Previously employees were allowed to randomly make suggestions to the changes. However, the business experienced many challenges with that. Recently they have decided to request employees to silently generate ideas individually.

- 3.1.1 Identify TWO problem-solving techniques used by Kwazakhele Furniture Ltd.  
Quote from the scenario above to support your answer (6)

Use the table below as a GUIDE to answer QUESTION 3.1.1.

PROBLEM SOLVING TECHNIQUE	MOTIVATION
1.	
2.	

Recommend ways KwaZakhele can create an environment that promote creative thinking in the workplace. (6)

**ACTIVITY 4:**

The management must clearly understand the difference between problem solving and decision making. The application of problem solving techniques is very important in the businesses to ensure that problems are eliminated. Creativity allows the business to be innovative and it important to create the environment that stimulate creative thinking.

Write an essay on creative thinking in which you include the following aspects:

- Distinguish between decision making and problem solving.
- Explain how businesses can apply the Delphi and nominal-group techniques to solve their business problem
- Discuss the advantages of creative thinking.
- Recommend practical ways in which Mojo Paints may create an environment that stimulates creative thinking

(40)

**SOCIAL RESPONSIBILITY CORPORATE CITEZENSHIP, CORPORATE SOCIAL RESPONSIBILITY  
AND CORPORATE SOCIALINVESTMENT**

**ACTIVITY 1**

- 1.1.1. Takatso Inc. has identified.....as one of their corporate social investment areas
- A. rural development
  - B. business ethics
  - C. health and safety
  - D. employment equity
- 1.1.2. Nthabiseng Ltd contributes towards the wellbeing of their employees by...
- A. giving them the right to freedom of association
  - B. providing recreational facilities
  - C. allowing them linger break intervals despite tight deadlines
  - D. providing transport to all employees regardless of working hours
- 1.1.3. Miss Sangweni, a retired principal, donated computers to a local school. This can be seen as...
- A. Corporate social responsibility
  - B. Corporate social investment
  - C. Social Responsibility
  - D. Good corporate governance
- 1.1.4. Corporate social responsibility is ...
- A. the way a business conducts its operations ethically and morally
  - B. a project that is not directly for purposes of increasing company profits.
  - C. money that a business budgets to provide solutions to social problems
  - D. statistical data of the population in term of race, age and income.
- 1.1.5 A component of a corporate social responsibility is ...
- A. staff turnover
  - B. sustainability
  - C. sponsoring arts and culture programmes
  - D. supply chain

(5 × 2) (10)

## ACTIVITY 2

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

### SMITH MANUFACTURERS LTD (SM)

Smith Manufacturers is a shoe factory in Ladysmith. SM donates food parcels to local NGOs. The business also offers bursaries to the community to improve the level of skills.

- 2.1.1. Identify TWO socio economic issues from the scenario above. (4)
- 2.1.2. Outline strategies that businesses can implement to deal with the socio-economic issues identified in QUESTION 2.1.1. (4)
- 2.2. Discuss the relationship between triple bottom line and social responsibility. (6)
- 2.3. Recommend ways in which businesses could contribute to the well-being of their community (6)
- (3 x 2) (6)

## ACTIVITY 3

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

### DRAGON ENGINEERING (DE)

Dragon Engineering specialises in the production of car parts. DE provides transport for staff who work unusually long hours, also uses eco- friendly manufacturing processes. DE has strong business ethics.

- 3.1.1 Identify TWO CSI focus areas from the above scenario. Motivate by quoting from the scenario. (6)

Use the table below as a GUIDE to answer QUESTION 3.1.1

CSI FOCUS AREAS	MOTIVATION
1.	
2.	

- 3.2. Outline the purpose of CSI (4)
- 3.3. Distinguish between CSR and CSI (8)
- 3.4. Advise businesses on the negative impact of CSR/CSI on communities (6)

**QUESTION 4**

Businesses have to initiate Corporate Social Responsibility (CSR) programmes to contribute positively to the community in which they operate. They are required to contribute towards the wellbeing of their employees to improve their moral. Corporate social responsibility can have both positive and negative impact on businesses. Businesses should develop strategies to deal with HIV/Aids as a socio-economic issue.

Write an essay addressing the following aspects:

- Outline the purpose of Corporate social responsibility (CSR).
- Explain ways in which businesses can contribute time and effort in improving the well-being of employees.
- Discuss the impact of Corporate Social Responsibility (CSR) on businesses.
- Recommend strategies that business can use to deal with HIV/Aids as a socio-economic issue.

[40]

**ACTIVITY 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 in the answer book, for example.

1.1B

1.1.1 Business ventures are required by law to charge customers for plastic packaging. This is one of the ways in which the business addresses the ...issues.

- A Human rights
- B Gender equity
- C Disability
- D Environmental

1.1.2 Businesses can achieve ...by promoting equality, respect and dignity in the workplace.

- A Age
- B Inclusivity
- C Diversity
- D Race

1.1.3 The roles of the health and safety representative is to:

- 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

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

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

1.1.5 Which one of the following actions aims at promoting human health in the workplace

- A. Irregular testing drinking water
- B. Avoiding issues related to hygiene
- C. Disposing of medical waste close to residential areas
- D. Complying with environmental legislation (5x2) (10)

## ACTIVITY 2

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

**FRANKLIN COMPUTERS (FC)**

Franklin Computers employs more males than females. Their building does not have facilities for people who use wheelchairs. English is the only medium of communication allowed in the workplace and some employees do not understand or speak it. FC supply free uniforms to employees for safety purposes.

2.1.1 Identify TWO diversity issues referred to the scenario above and motivate your answer.

Use the table below to answer this question.

DIVERSITY ISSUES	MOTIVATION

(6)

2.1.2 Recommend TWO ways in which FC should deal with each of the diversity issues identified in QUESTION 2.1.1 (8)

2.2 Discuss ways in which businesses could protect the environment and human health in the workplace (6)

## ACTIVITY 3

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

**DONNYBROOK MINE (DM)**

Donnybrook Mine services all the equipment that is used at their mining sites. The workers take care of their own health and safety. DM provides employees with personal protective

- 3.1.2 Advise DM on other responsibilities of the employer in promoting human health and safety in the workplace. (4)
- 3.2 Recommend ways in which businesses could promote social rights in the workplace.

#### **ACTIVITY 4**

- 4.1 State FOUR human rights in the workplace (4)
- 4.2 Explain TWO responsibilities of workers in promoting human health and safety in the workplace (4)
- 4.3 Recommend ways in which businesses could deal with the following human rights in the workplace:
- 4.3.1 Privacy
- 4.3.2 Dignity (8)

#### **ACTIVITY 5**

Businesses are required to respect the social rights and safety of their employees in the workplace. The health and safety representatives play an important role in protecting the workplace environment. Adherence to human rights enables businesses to deal with diversity in the workplace.

Write an essay on human rights, inclusivity and environmental issues in which you include the following aspects:

Outline ways to promote social rights in the workplace

- Explain the roles of the health and safety representatives in protecting the workplace environment.
- Discuss the benefits of diversity in the workplace.
- Recommend ways in which businesses could deal with the following diversity issues in the workplace:
  - Religion/Faith/Culture
  - Poverty

**[40]**



**SECTION A**

**ACTIVITY 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 1.1.5) in the ANSWER BOOK, e.g., 1.1.6 D.

1.1.1 The ... stage focuses on the completion of the task/ending the project.

- A storming
- B forming
- C performing
- D adjourning

1.1.2 Team dynamic theories help businesses to ...

- A allocate tasks to team members with similar personalities.
- B allocate tasks according to the roles of team members.
- C promote total satisfaction.
- D establish good relationships with teams.

1.1.3 A grievance procedure requires Palesa to first report the grievance to her ...

- A supervisor.
- B shop steward.
- C senior management.
- D trade union.

1.1.4 One of the steps that businesses may consider when handling conflict in the workplace is to ...

- A provide fringe benefits
- B provide recreational facilities
- C select an appropriate solution
- D implement disciplinary procedure

1.1.5 Jabula Ltd dealt with quiet employees by ...

- A listening to them but do not agree with them.
- B helping them make the decision or solve the problem.
- C allowing them time to speak and blow off.
- D prompting them through the process so that they can give input.

**(5 × 2) (10)**

## ACTIVITY 2

2.1 Identify the criteria for successful team performance applied by Auto Stylish in **EACH** statement below:

2.1.1 Shows respect for the knowledge/skills of other members. (2)

2.1.2 Clearly defined realistic goals are set, so that all members know exactly what is to be accomplished. (2)

2.2 Discuss the following criteria for successful team performance:

2.2.1 Interpersonal attitudes and behaviour. (4)

2.2.2 Communication (4)

2.3. Explain the characteristics of successful team performance. (6)

**[18]**

## ACTIVITY 3

3.1 Identify stages of team development applicable to Zakhele Construction team in **EACH** statement below:

3.1.1 Teams are comfortable and polite with each other during their first meeting. (2)

3.1.2 Team members always come to an agreement and reach consensus. 2)

3.2 Describe the following stages of team development:

3.2.1 Storming stage (4)

3.2.2 Performing stage (4)

**[12]**

#### ACTIVITY 4

- 4.1 Differentiate between a *grievance* and *conflict*. (4)
- 4.2 Read the scenario below and answer questions that follow

##### KUMNANDI RESTAURANT (KR)

Senamile is the human resources manager of Kumnandi Restaurant. KR employed Anita and Jackson as chefs. Senamile did not properly outline the responsibilities of employees as a result they failed to meet deadlines which led to a conflict. Anita and Jackson reported the issue to their supervisor.

- 4.2.1 Identify the cause of conflict applicable in the scenario above. Motivate your answer by quoting from the scenario. (3)
- 4.2.2 Advise KR on how they should handle conflict in the workplace. (6)

[13]

#### ACTIVITY 5

- 5.1 Outline the importance of team dynamic theories in improving team performance. (4)
- 5.2 Recommend ways in which businesses can deal with the following difficult personalities in the workplace:
- 5.2.1 Complainer (4)
- 5.2.2 Negativity (4)
- 5.2.3 Expert (4)

[16]

#### ACTIVITY 6 [ESSAY]

##### BUSINESS ROLES: (TEAM PERFORMANCE AND CONFLICT MANAGEMENT)

Teamwork plays an important role in achieving business goals and objectives. The management must be able to identify the causes of conflict in the workplace and apply the criteria for successful team performance. Employees must follow a correct procedure when dealing with grievances in the workplace. Businesses should develop ways to deal with difficult employees.

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

- Outline causes of conflict in the workplace.
- Explain any THREE criteria for a successful team performance.
- Discuss the correct procedure to deal with grievances in the workplace.

- Suggest ways in which businesses can deal with difficult employees in the workplace.

[40]

**BUSINESS ENVIRONMENTS**

**TERM 1**

- 2.1 State any FOUR provisions of the Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997). (4)
- 2.2 Elaborate on the meaning of learnerships. (4)
- 2.3 Read the scenario below and answer the questions that follow.

**REMI TRADERS (RT)**

Remi Traders are well known for selling quality products to different outlets. They introduced online transactions for their remote customers. RT's employees do not have the knowledge and skills to provide online transaction services.

- 2.3.1 Name the PESTLE factor that poses a challenge to RT in the scenario above. (2)
- 2.3.2 Explain ways in which RT can deal with the challenges posed by the PESTLE factor identified in QUESTION 2.3.1. (4)
- 2.4 Describe how SETAs are funded. (4)
- 2.5 Discuss the positive impact of the Employment Equity Act (EEA), 1998 (Act 55 of 1998) on businesses. (6)
- 2.6 Read the scenario below and answer the questions that follow.

**JAMES ENGINEERS (JE)**

James Engineers are responsible for inspecting housing projects. The management of JE set specific dates for control and follow up as part of their inspection programme. They also implement corrective actions when deviations occur.

- 2.6.1 Quote TWO steps in strategy evaluation implemented by JE from the scenario above. (2)
- 2.6.2 Explain other steps in strategy evaluation. (6)
- 2.7 Advise businesses on how they could apply the following forces of the Porter's Five Forces model to analyse their position in the market environment:
- 2.7.1 Power of suppliers (4)
- 2.7.2 Power of competitors/Competitive rivalry (4)
- 4.2 Read the scenario below and answer the question that follows.

**ZAKO WHOLESALERS (ZW)**

Zako Wholesalers recently appointed Zandile as their chief operating officer (COO). They requested Mandla Electricians to render maintenance services on their electrical equipment.

Identify TWO pillars of the Broad-Based Black Economic Empowerment Act (BBBEE), 2003 (Act 53 of 2003) implemented by ZW. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 4.2.

BBBEE PILLARS	MOTIVATIONS
1.	
2.	

(6)

4.3 Explain any TWO types of intensive strategies. (6)

4.4 Discuss ways in which businesses can comply with the Labour Relations Act (LRA), 1995 (Act of 1995). 66 (4)

**BUSINESS VENTURES**

**BUSINESS ROLES**

3.1 Name any TWO problem-solving steps. (2)

3.2 Identify the problem-solving technique applied by Sammy Electricians in EACH statement below:

3.2.1 Sammy Electricians requested their employees to make suggestions randomly aloud in a large group.

3.2.2 A panel of experts was requested to complete a questionnaire to provide solutions to their business problems. (4)

3.4

**MESH CONSTRUCTIONS (MC)**

Mesh Constructions specialise in property development. The directors and employees know the employment policies of the company. MC appointed Gobolo Auditors to audit their financial statements. Management conducts their business in a professional, responsible, ethical and effective manner.

Read the scenario below and answer the questions that follow.

3.4.1 Identify TWO King Code principles for good corporate governance applied by MC. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 3.4.1.

KING CODE PRINCIPLES	MOTIVATIONS
1.	
2.	

(6)

3.4.2 Explain ways in which professional, responsible, ethical and effective business practice should be conducted. (4)

4.6 Outline the advantages of creative thinking in the workplace. (4)

4.9 Suggest ways in which businesses could deal with pricing of goods in rural areas as a type of unethical business practice. (4)

#### QUESTION 5: BUSINESS ENVIRONMENTS (LEGISLATION)

The National Credit Act (NCA), 2005 (Act 34 of 2005) provides a framework to regulate the credit market. It protects the rights of consumers and provides guidelines on how businesses should comply with this Act. Businesses may face penalties for not complying with the National Credit Act.

Write an essay on the National Credit Act in which you include the following aspects:

- Outline the rights of consumers in terms of the National Credit Act.
- Discuss the impact of the NCA on businesses.
- Explain ways in which businesses could comply with the NCA.
- Advise businesses on the penalties they may face for non-compliance to the Act.

[40]

#### BUSINESS OPERATIONS

3.1 Name any TWO sources of external recruitment. (2)

3.2 Outline the placement procedure as a human resources activity. (4)

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

**KHULA CHICKEN FARM (KCF)**

Khula Chicken Farm is looking for an experienced supervisor to fill a vacant position. They conducted preliminary interviews as there were many applicants. KCF gave a written offer for the job to the successful candidate.

3.3.1 Quote TWO steps of the selection procedure from the scenario above (2)

3.3.2 Explain other steps in the selection procedure. (6)

3.4 Discuss the impact of fringe benefits on businesses. (6)

4.5 Give any TWO examples of fringe benefits. (2)

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

**FOURIE LOGISTICS (FL)**

Fourie Logistics developed an induction programme that will be used to orientate new employees. The management of FL took their employees on a tour of the premises. They also highlighted all the necessary safety regulations and rules.

4.6.1 Quote TWO aspects of the induction programme from the scenario above. (2)

4.6.2 Discuss the benefits of induction for businesses. (6)

**TERM 2**

**BUSINESS ENVIRONMENT**

**BUSINESS VENTURES**

2.1 State any FOUR examples of insurable risks. (4)

2.2 Outline the advantages of Government/RSA Retail Savings Bonds as a form of investment. (6)

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

**AMANDLA TRADERS (AT)**



Amandla Traders bought stock worth R600 000, but they insured it for R400 000. AT lost stock to the value of R90 000 due to damage caused by heavy storms.

2.3.1 Name the insurance clause that is applicable in the scenario above. (2)

2.3.2 Calculate the amount that AT will receive as compensation from the insurer. Show ALL calculations. (4)

2.4 Elaborate on the meaning of debentures as a type of investment opportunity. (4)

2.5 Discuss the impact of the democratic leadership style on businesses. (6)

2.7 Advise businesses on how the following criteria could contribute to the success and/or failure of a personal liability company:

2.7.1 Management (4)

2.7.2 Legislation (4)

4.3 Identify the types of benefits that the employees at Linda Stores may receive from the Unemployment Insurance Fund in EACH statement below:

4.3.1 Jane, the administrative clerk, will receive payment for four months after the birth of her baby before she returns to work.

4.3.2 Ruan received this benefit when he took custody of an 18-month- old orphan from the children's home. (4)

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

#### ISLAND ENTERPRISES (IE)

Jacky, the general manager at Island Enterprises, uses her personality to influence subordinates to work hard. She is mindful of the role of personal attitude in successful leadership.

4.5.1 Identify the leadership style used by Jacky in the scenario above. (2)

4.5.2 Advise Jacky on the role of personal attitude in successful leadership. (4)

#### QUESTION 5: BUSINESS VENTURES (INVESTMENT: SECURITIES)

Investing in a fixed deposit provides investors the opportunity to decide whether they want to receive simple interest or compound interest. Investors must also consider various types of shares before making investment decisions. Some invest in companies that are listed on the Johannesburg Securities Exchange (JSE).

Write an essay on investment securities in which you include the following aspects:

- Outline the differences between **simple interest** and **compound interest**.
- Explain the advantages of a fixed deposit as a form of investment.
- Discuss any **THREE** types of shares.
- Advise businesses on the functions of the Johannesburg Securities Exchange (JSE).

[40]

### BUSINESS ROLES

3.3 Explain the correct procedure to deal with grievances in the workplace. (6)

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

#### TEAM EXCEL (TE)

Team Excel is a high-performing team that works on business projects. Team members have sound intra-team relations. They also pay attention to the needs of individual team members.

4.7.1 Quote TWO characteristics of successful team performance from the scenario above. (2)

4.7.2 Explain the performing stage as one of the stages of team development. (4)

### BUSINESS OPERATIONS

3.5 Outline TWO quality indicators of the administration function. (4)

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

#### MEGA MANUFACTURERS LIMITED (MML)

Mega Manufacturers Limited specialises in the production of quality furniture. MML always request their buyers to provide feedback on their purchasing experience. They conduct regular quality checks to avoid replacing machinery unnecessarily. MML is aware of the impact of total quality management (TQM) if poorly implemented.

3.6.1 Identify TWO total quality management (TQM) elements implemented by MML. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 3.6.1.

TQM ELEMENTS	MOTIVATIONS
1.	

2.	
----	--

(6)

3.6.2 Discuss the impact of TQM if poorly implemented by businesses.

(4)

3.7 Advise businesses on the importance of quality circles as part of continuous improvement to processes and systems.

(6)

4.1 Name any TWO types of business environments and state the extent of control businesses has over EACH environment.

Use the table below as a GUIDE to answer QUESTION 4.1.

BUSINESS ENVIRONMENTS	EXTENT OF CONTROL
1.	
2.	

(4)

4.7 Explain the difference between *quality management* and *quality performance*.

(4)

4.8 Advise businesses on ways in which total quality management (TQM) can reduce the cost of quality.

(6)

## QUESTION 6: BUSINESS OPERATIONS (HUMAN RESOURCES FUNCTION)

The human resources manager is responsible for compiling the job description and job specification. Suitable candidates can be recruited internally using various recruitment sources. The interviewees should be familiar with their role during the interview. Businesses must ensure that the employment contract complies with the legal requirements of employment.

Write an essay on the human resources function in which you include the following human resources activities:

- Outline the differences between *job description* and *job specification*.
- Discuss the impact of internal recruitment on a business.
- Explain the role of the interviewee during the interview.
- Advise businesses on the legal requirements of the employment contract.

[40]

TERM 3	
BUSINESS ENVIRONMENTS	
BUSINESS VENTURES	
<p style="text-align: right;">2.6</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p style="text-align: center;"><b>KULA ENTERPRISES (KE)</b></p> <p>Mary, a sales manager at Kula Enterprises, presented the sales of the business to various stakeholders. She maintained eye contact with her audience throughout the presentation. Mary also managed her time effectively in order to allow for questions. She needs to improve in her next presentation.</p> </div> <p>Read the scenario below and answer the questions that follow.</p> <p>2.6.1 Quote TWO factors that Mary considered during her presentation from the scenario above. (2)</p> <p>2.6.2 Explain the areas of improvement that Mary should consider for her next presentation. (4)</p> <p>4.1 State any TWO examples of non-verbal presentations. (2)</p> <p>4.2 Outline the difference between <i>limited liability</i> and <i>unlimited liability</i>. (4)</p> <p>4.4 Explain the advantages of PowerPoint as a type of visual aid. (4)</p>	
BUSINESS ROLES	
<p>3.5 Discuss the relationship between social responsibility and triple bottom line. (6)</p> <p>3.6 Read the scenario below and answer the questions that follow.</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p style="text-align: center;"><b>GIJIMA MINES (GM)</b></p> <p>Employees at Gijima Mines are allowed to join a trade union of their choice. GM provides their employees with education and clean water. The management of GM also wants to promote cultural rights in the workplace.</p> </div> <p>3.6.1 Name TWO social rights of employees in the scenario above.</p> <p>3.6.2 Explain ways in which GM could promote cultural rights in the workplace.</p>	

3.7 Suggest strategies that businesses may use to protect the environment and human health. (6)

4.8 Discuss ways in which businesses could deal with disability as a diversity issue in the workplace (6)

**QUESTION 6: BUSINESS ROLES (SOCIAL RESPONSIBILITY AND CSR/CSI)**

Businesses are expected to make meaningful contributions to communities through corporate social responsibility programmes or corporate social investment projects. They are also expected to improve the well-being of their employees in the workplace. Socio-economic issues such as HIV/Aids require businesses to develop strategies to deal with these issues.

Write an essay on social responsibility and corporate social responsibility in which you include the following aspects:

- Outline the purpose of corporate social investment (CSI).
- Discuss the impact of corporate social responsibility (CSR) on businesses.
- Explain ways in which businesses can contribute time and effort in improving the well-being of employees.
- Suggest ways in which businesses can deal with HIV/Aids as a socio-economic issue. [40]

**BUSINESS OPERATIONS**