



GRADE 12

BUSINESS STUDIES

PAPER 2

REVISION BOOK

2021 - 2024

Stanmorephysics

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1. BUSINESS STUDIES: PAPER 2

CLASSIFICATION OF SUBTOPICS ACCORDING TO MAIN TOPICS ANNEXTURE B

1 BUSINESS VENTURES	TERM	2 BUSINESS ROLES	TERM
1.1 Management and leadership	2	2.1 Ethics and professionalism	1
1.2 Investment: Securities/Opportunities	2	2.2 Creative thinking and Problem-solving	1
1.3 Investment: Insurance	2	2.3 Social Responsibility and Corporate Citizenship Corporate Social Responsibility (CSR) Corporate Social Investment (CSI)	3
1.4. Forms of ownership with the focus on how they can contribute to the success/failure of a business.	3	2.4 Human rights, inclusivity and environmental issues	3
1.5 Presentation and data response	3	2.5 Team performance Assessment Conflict management	2



2. FORMAT/OUTLINE OF PAPERS 2 END-OF-THE-YEAR EXAMINATION PAPER.

SECTION	TYPE OF QUESTIONS	MARKS	TIME (minutes)	COGNITIVE LEVELS
A	Compulsory Covers BOTH TOPICS Multiple choice: (5 x 2) (10) Choose the correct word: (5 x 2) (10) Matching items: (5 x 2) (10) Different types of short and objective questions using various assessment styles and covering the entire curriculum for each main topic, e.g. multiple-choice, match columns and choose the correct word.	30	20	Mostly Level 1 (Remembering/Recall) and Level 2 (Understanding)
B	Choose any TWO questions in this section. (40 marks x 2 questions) THREE questions, TWO covering each main topic and the third question will cover both main topics (a miscellaneous question). These questions should cover the entire curriculum for EACH main topic. Applicable action verbs in this section are, e.g. identify, outline quote, motivate, explain, discuss, distinguish, differentiate, compare, evaluate, critically evaluate, justify, suggest, recommend and advise. Case studies (scenarios) or sourcebased questions should be included. Answers should be in point form, full sentences or paragraph style as per requirement of each question.	80	70	Levels 1 to 6 (Remembering/Recall, Understanding, Applying, Analysing, Evaluating, Creating)
C	Answer any ONE question in this section. (40 marks x 1 question) TWO questions, EACH covering the TWO main topics. Longer, essay type questions of lower, middle and higher cognitive and difficulty levels to assess insight and interpretation of theoretical knowledge in addition to content.	40	30	Mostly Levels 3 to 6 (Applying, Analysing, Evaluating and Creating)
TOTAL		150	120	



3. SECTION A

SECTION A is a **COMPULSORY QUESTION** and the **TOTAL MARK is 30**. The sub-questions of Section A are: QUESTION 1.1 (5 X 2) (10), QUESTION 1.2 (5 X 2) (10) and QUESTION 1.3 (5 X 2) (10)

Multiple-choice, matching, choosing the correct concept/terminology, etc. (short and objective questions):

These questions require thorough knowledge of Business Studies and you should be able to exercise logic and good insight.

Read and analyse the statement carefully. Thereafter, study the alternatives carefully and eliminate the incorrect options. Review the remaining possible answers and choose the correct one.

Multiple-choice Questions (MCQs). When writing formal test and examination you are expected to answer 5 questions for two marks each (5 x 2) (10) marks

TIPS ON HOW TO ANSWER MULTIPLE CHOICE QUESTIONS

- Read through the statements and all the options.
- Underline the key words in the statement.
- Cross out the options that are definitely wrong.
- Read through the statement again and select the most appropriate option from the options remaining.
- Write down your answer and move to the next question
- DO NOT GUESS YOUR ANSWERS, go back to the questions you were not sure of at the end of the paper if there is time left.

4. QUESTION 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.

QUESTION 1.1 A (EC/JUNE 2021)

- 1.1.1 The ... leadership theory encourages followers to accept change in the workplace.
- A situational
 - B leaders and followers
 - C transformational
 - D autocratic
- 1.1.2 A minimum of R1 000 must be invested in this form of investment:
- A Unit trusts
 - B Shares
 - C Fixed deposit
 - D RSA Retail Savings Bonds
- 1.1.3 Mrs King, the insured, must pay a certain amount when a claim is lodged:
- A Excess
 - B Premium
 - C Book value
 - D Interest
- 1.1.4 ONE of the steps that businesses may consider when handling conflict in the workplace:
- A Implement disciplinary procedures
 - B Select an appropriate solution
 - C Provide recreational facilities



- D Provide fringe benefits
- 1.1.5 Creative thinking in the workplace means ... to solve business problems.
- A using old ways
 - B generating innovative ideas
 - C using routine thinking
 - D allowing one employee
- (5 x 2) (10)

Question 1.1 B (DBE SC/NSC /2020)

- 1.1.1 This form of investment requires a minimum amount of R1 000 to be invested:
- A Unit trusts
 - B Shares
 - C RSA Retail Savings Bonds
 - D Fixed deposits
- 1.1.2 KDG Insurers applied the principle of ... when they compensated Gerald Trading for losses incurred due to a burglary.
- A utmost good faith
 - B indemnification
 - C security
 - D insurable interest
- 1.1.3 Henko handled the feedback session in a professional manner when he ...
- A responded to questions without listening.
 - B ignored a valid comment from the audience.
 - C addressed the person and not the question.
 - D responded politely to questions from the audience.
- 1.1.4 Food For All Ltd has identified ... as one of their corporate social investment (CSI) focus areas.
- A business ethics
 - B rural development
 - C health and safety
 - D employment equity
- 1.1.5 A grievance procedure requires an aggrieved employee to first report the matter to his/her ...
- A supervisor.
 - B shop steward.
 - C senior management.
 - D trade union.
- (5 x 2) (10)

QUESTION 1.1 C (DBE EXEMPLAR SC/NSC /2020)

- 1.1.1 William, the manager of Eden Supermarket, applies the ... leadership style when delegating tasks to followers without supervision.
- A autocratic
 - B democratic
 - C laissez-faire/free-reign
 - D charismatic
- 1.1.2 The ... company provides essential services such as water and electricity at reasonable prices.
- A personal liability
 - B state-owned
 - C public
 - D private



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

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

1.1.4 Thembi allows Joyce time to speak in an angry manner without attacking her. This is an example of dealing with a/an ... personality.

- A complaining
- B quiet
- C expert
- D aggressive

1.1.5 Team dynamic theories help businesses to ...

- A allocate tasks to team members with similar personalities.
- B allocate tasks according to the role of each team member.
- C establish good relationships with teams
- D promote individual satisfaction.

(5 x 2)

(10)

QUESTION 1.1 D (EC/SEPTEMBER 2020)

1.1.1 Workers with low morale can be inspired by the insight and personality of ... leaders.

- A democratic
- B autocratic
- C laissez-faire
- D charismatic

1.1.2 A visual presentation of a set of sales figures shown as a series of rectangles:

- A Line graph
- B Bar graph
- C Table
- D Diagram

1.1.3 Salon Mandy's employees claimed from the ... fund during the Covid-19 level 5 lockdown.

- A unemployment insurance
- B compensation for injuries and diseases
- C road accident
- D compensation

1.1.4 Collaboration means that team members ...

- A do not rely on each other
- B work effectively on their own.
- C are willing to co-operate in the team to achieve objectives.
- D are held accountable for their actions.

1.1.5 The principle of the King Code where there must be regular communication between management and the stakeholders is referred to as ...

- A transparency.
- B accountability.
- C responsibility.
- D discipline.

(5 x 2)

(10)

QUESTION 1.2

TIPS ON HOW TO ANSWER ONE WORD (S) ANSWER QUESTIONS

- Ten words are given in box, 5 words are correct and 5 are very close to the correct answer (distractors)
- Read through the statements underlining key words in the statement.

- Read the list of words in the box.
- Cross out the word (s) that are definitely wrong. You must be able to give the reason why the word (s) is incorrect
- Choose the correct word (s) which correspond with each statement.
- You must be able justify why you think the word (s) is correct.
- **DO NOT GUESS YOUR ANSWERS**, go back to the statement and the list of word (s) you are not sure of at the end of the paper if there is time left.

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

QUESTION 1.2 A (EC JUNE /2021)

instruction manual; Delphi technique; rental; under-insurance;
non-cooperation; brainstorming; collaboration; dividend; over insurance;
code of ethics

- 1.2.1 Businesses/Individuals will not receive a pay-out larger than the value of the loss at market value. This refers to ...
- 1.2.2 Income earned from investing in property is known as ...
- 1.2.3 A business requests a panel of experts to complete a set of questionnaires to solve a complex problem. This refers to ...
- 1.2.4 When team members agree to co-operate in working towards a common goal, it is known as
- 1.2.5 The ... is a written document stating the principles and values which the business upholds.

(5 x 2) (10)

QUESTION 1.2 B (DBE SC/NSC /2020)

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

non-profit company; information; misleading; blue chip;
privacy; co-operative; decision-making; founders';
unfair; problem-solving

- 1.2.1 The shareholders of ... shares are the last to be paid when the company is declared bankrupt.
- 1.2.2 Tim Vegetables and Anna Fertilisers decided to work together towards the mutual benefit of their members. This is an example of a ...
- 1.2.3 Roxy Incorporated respects the employees' right to ... by not providing their personal information to other businesses.
- 1.2.4 An example of ... advertising is demonstrated when an advertisement excludes some sections of the population.
- 1.2.5 The practice where various alternatives are considered before choosing the best solution is known as ...

(5 x 2) (10)

QUESTION 1.2 C (DBE EXEMPLAR SC/NSC /2020)

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

simple interest; problem-solving; health and safety representative;
language; decision making; retirement annuities; age;
employer; compound interest; liability policies

- 1.2.1 Thandeka earned ... calculated on the principal amount and accumulated interest.

- 1.2.2 An investor can only withdraw money from ... when he/she reaches a certain age.
1.2.3 A business that appoints an interpreter for meetings is addressing ... as a diversity issue.
1.2.4 The responsibility of the ... is to provide all the necessary equipment for workers to perform their duties in a favourable work environment
1.2.5 Sam considered various alternatives before choosing the best solution to solve a business problem. This is known as ...

(5 x 2) (10)

QUESTION 1.2 D (EC/SEPTEMBER 2020)

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

discrimination; nominal group; dividends; conflict; subrogation; excess;
capital gain; empty chair; inclusivity; grievance

- 1.2.1 The portion of an insurance claim that Donald Traders must pay when the business lodges a claim, is referred to as ...
1.2.2 Pablo bought shares at R10 each from Caller Mobile two years ago. The shares are now worth R20. This return on investment is called ...
1.2.3 The ... technique provides managers time to think about the question in silence before responding.
1.2.4 Lunga can lodge a ... when he disagrees with the resolution taken by senior management.
1.2.5 Employing people from different backgrounds, is known as ...

(5 x 2) (10)

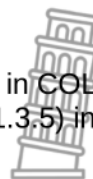
6. QUESTION 1.3

TIPS ON HOW TO ANSWER MATCHING THE COLUMNS QUESTIONS

- Five (5) descriptions in Column B are correct and the other 5 descriptions are wrong but very close to the correct answer. The other wrong options are called distractors and can mislead you if you are not sure about the right answer. You should be able to justify why each option is correct /incorrect.
- Read through the entire list of concepts in Column A and all the descriptions in Column B.
- Cross out the options that are definitely wrong. This is the elimination process.
- Read through each statement again in Column A and find the best match in Column B.
- Start by matching options which are correct, then go back to the ones that you are not sure of. You must be able to justify why you think the option is correct. If you think the option is wrong justify your answer.
- Tick off the answers in Column B in pencil so that you can identify the one that has already been chosen
- DO NOT GUESS YOUR ANSWERS, go back to the questions you are not sure of at the end of the paper if there is time left.

QUESTION 1.3 A (EC JUNE /2021)

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



COLUMN A		COLUMN B	
1.3.1	Assurance	A	power or authority because of the position into which they are appointed
1.3.2	Liquidity	B	request each employee to silently generate ideas on his/her own before sharing it with the group
1.3.3	Leadership	C	describing the escalation in the value or prices which makes the investment worthless after a period of time
1.3.4	Professionalism	D	request employees in a group to suggest ideas at random and for all ideas to be written on a flip chart
1.3.5	Nominal group technique	E	the moral principles that indicate if decisions are right or wrong
		F	refers to an agreement with an insurer to financially compensate for risks, such as damage or loss of property
		G	the internationally accepted standards/ expectations of people's conduct and levels of competence in the workplace
		H	refers to an agreement with an assurer to financially compensate for injuries or loss of life
		I	power or influence because of his/her knowledge or intelligence or skills
		J	describes the ease and speed with which investors can convert an investment into cash

(5 x 2)

(10)

QUESTION 1.3 B (DBE SC/NSC /2020)

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

COLUMN A		COLUMN B	
1.3.1	Charismatic leadership style	A	guides businesses on how to allocate tasks to team members with similar personality traits
1.3.2	Road Accident Fund	B	team members share their ideas aloud in a group
1.3.3	Graphs	C	leaders reward employees for meeting targets
1.3.4	Nominal group technique	D	shows the appearance of data in a schematic representation
1.3.5	Team dynamic theories	E	compensates pedestrians for injuries sustained due to negligent drivers
		F	show the relationship between two sets of variables
		G	leaders use their personality to inspire and motivate employees
		H	guide businesses on how to allocate tasks according to the roles of team members
		I	team members silently generate ideas on

	<p>their own before sharing them with other group members</p> <p>J compensates employees for injuries sustained in the workplace</p>
--	--

(5 x 2)

(10)

QUESTION 1.3 C (DBE EXEMPLAR SC/NSC /2020)

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

COLUMN A	COLUMN B
1.3.1 Creative thinking	A only young people are considered for appointments
1.3.2 Interactive whiteboards	B useful in brainstorming sessions as suggestions are summarised
1.3.3 Inclusivity	C enables consumers to make loans at financial institutions
1.3.4 Debentures	D uses routine methods to solve problems
1.3.5 Economic right	E allows employees to have access to health care
	F enables businesses to make loans from investors
	G useful to capture feedback and new ideas
	H people from different backgrounds are employed
	I uses non-routine methods to solve problems
	J allows employees to be paid equally for work of equal value

(5 x 2)

(10)

QUESTION 1.3 D (EC/SEPTEMBER 2020)

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

COLUMN A	COLUMN B
1.3.1 Leadership	A employees open up to each other and confront each other's ideas
1.3.2 Liquidity	B alternative solutions are generated and critically evaluated
1.3.3 Reinstatement	C employees come to an agreement and reach consensus
1.3.4 Decision-making	D applicable when property/goods are under-insured
1.3.5 Storming	E controls systems and procedures to get the job done
	F alternatives are considered before choosing the best one
	G assets are sold to pay creditors due to a lack of capital or a cash flow problem
	H applicable when property/goods are over-insured
	I inspire staff to trust and support each other

	J	asset or security can quickly be bought or sold and can easily be converted into cash	
		(5 x 2)	(10)

7. SOLUTIONS TO SECTION A QUESTIONS

QUESTION 1.1

QUESTION 1.1 A (EC JUNE 2021)

1.1.1	C ✓✓		
1.1.2	D ✓✓		
1.1.3	A ✓✓		
1.1.4	B ✓✓		
1.1.5	B ✓✓	(5 x 2)	(10)

QUESTION 1.1 B (DBE SC/NSC /2020)

1.1.1	C ✓✓		
1.1.2	B ✓✓		
1.1.3	D ✓✓		
1.1.4	B ✓✓		
1.1.5	A ✓✓	(5 x 2)	(10)

QUESTION 1.1 C (DBE EXEMPLAR SC/NSC /2020)

1.1.1	C ✓✓		
1.1.2	B ✓✓		
1.1.3	A ✓✓		
1.1.4	D ✓✓		
1.1.5	B ✓✓	(5 x 2)	(10)

(QUESTION 1.1 D (EC/SEPTEMBER 2020)

1.1.1	D ✓✓		
1.1.2	B ✓✓		
1.1.3	A ✓✓		
1.1.4	C ✓✓		
1.1.5	B ✓✓	(5 x 2)	(10)

QUESTION 1.2

QUESTION 1.2 A (EC JUNE 2021)

1.2.1	over insurance ✓✓		
1.2.2	rental ✓✓		
1.2.3	Delphi technique ✓✓		
1.2.4	collaboration ✓✓		
1.2.5	code of ethics ✓✓	(5 x 2)	(10)

QUESTION 1.2 B (DBE SC/NSC /2020)

1.2.1	founders' ✓✓		
1.2.2	co-operative. ✓✓		
1.2.3	privacy ✓✓		
1.2.4	unfair ✓✓		
1.2.5	decision-making. ✓✓	(5 x 2)	(10)

QUESTION 1.2 C (DBE EXEMPLAR SC/NSC /2020)

1.2.1	compound interest ✓✓
1.2.2	retirement annuities ✓✓
1.2.3	language ✓✓
1.2.4	employer ✓✓



1.2.5 decision making ✓✓ (5 x 2) (10)

(QUESTION 1.2 D (EC/SEPTEMBER 2020))

1.2.1 excess ✓✓

1.2.2 capital gain ✓✓

1.2.3 nominal group ✓✓

1.2.4 grievance ✓✓

1.2.5 inclusivity ✓✓ (5 x 2) (10)

QUESTION 1.3

QUESTION 1.3 A (EC JUNE 2021)

1.3.1 H ✓✓

1.3.2 J ✓✓

1.3.3 I ✓✓

1.3.4 G ✓✓

1.3.5 B ✓✓ (5 x 2) (10)

QUESTION 1.3 B (DBE SC/NSC /2020)

1.3.1 G ✓✓

1.3.2 E ✓✓

1.3.3 F ✓✓

1.3.4 I ✓✓

1.3.5 H ✓✓ (5 x 2) (10)

QUESTION 1.3 C (DBE EXEMPLAR SC/NSC /2020)

1.3.1 I ✓✓

1.3.2 G ✓✓

1.3.3 H ✓✓

1.3.4 F ✓✓

1.3.5 J ✓✓ (5 x 2) (10)

QUESTION 1.3 D (EC/SEPTEMBER 2020)

1.3.1 I ✓✓

1.3.2 J ✓✓

1.3.3 H ✓✓

1.3.4 F ✓✓

1.3.5 A ✓✓ (5 x 2) (10)

TOTAL MARK FOR SECTION A (Q1.1 + Q1.2 + Q1.3) [30]

8. SECTION B

IN THE EXAMINATION, SECTION B CONSISTS OF **THREE QUESTIONS**. YOU WILL BE REQUIRED TO **ANSWER ANY TWO** OF THE THREE QUESTIONS IN THIS SECTION.

TIPS ON HOW TO ANSWER CASE STUDIES/ SCENARIOS OR DATA RESPONSE QUESTIONS.

- Look at the heading and the scenarios to get an idea of what the case study is about.
- Read through the case study/statements carefully and slowly with understanding.
- Read each question and underline the keywords/ verbs.
- Read the scenario/case study again and underline each of the keywords in the scenario/case study, Quotations from the scenario must be in full sentence.
- Incomplete sentences may lead to part mark, 1 mark instead of 2 marks

- Now answer the questions, pay special attention to action verbs, e.g., **Identify** the ACT.
- Look at the mark allocation as a guide on how many facts should be included in your answer.
- There must be a link on Differentiation questions e.g., Difference between leadership and management.
- Always show formula when answering calculation questions e.g., calculation of average clause



You will be required to answer ANY TWO questions in this section.

NOTE: 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 a NEW page

1. BUSINESS VENTURES

QUESTION 2 A: BUSINESS VENTURES (EC JUNE /2021)

- 2.1 Give THREE examples of non-insurable risks. (3)
- 2.2 Identify the type of shares represented by EACH statement below.
- 2.2.1 These shares are issued to shareholders who started the company. (2)
- 2.2.2 Shares are issued to existing shareholders as compensation for loss of dividends. (2)
- 2.3 Read the scenario below and answer the questions that follow.

NJOLI STATIONERY SUPPLIERS (NSS)

Bizzah is the owner of Njoli Stationery Suppliers. He rewards employees for meeting sales targets and punishes them for not meeting deadlines.

- 2.3.1 Identify the leadership style used by Bizzah. Motivate your answer by quoting from the scenario above. (3)
- 2.3.2 Discuss the impact of Bizzah's leadership style as identified in QUESTION 2.3.1. (8)
- 2.4 Recommend situations in which the following leadership styles could be applied in the workplace:
- 2.4.1 Democratic (4)
- 2.4.2 Laissez-Faire/Free Reign (4)
- 2.5 Explain the meaning of debentures. (4)
- 2.6 Read the scenario below and answer the questions that follow.

Kwezi bought a business property worth R800 000, but he insured it for R500 000. A hurricane destroyed a part of the property and damages were estimated at R300 000.

- 2.6.1 Name the insurance clause that is applicable to the scenario above. (2)
- 2.6.2 Calculate the amount that Kwezi will receive as compensation from the insurer. Show ALL calculations. (4)
- 2.7 Tabulate the differences between simple and compound interest. (4)

QUESTION 2 B: BUSINESS VENTURES (DBE SC/NSC /2020)

- 2.1 State any THREE examples of non-insurable risks. (3)
- 2.2 Outline the functions of the Johannesburg Securities Exchange (JSE). (6)
- 2.3 Read the scenario below and answer the questions that follow.

YABO TRADERS (YT)

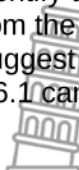
Yabo Traders insured their business vehicle for R300 000 while the actual value is R400 000. The vehicle was involved in an accident, resulting in damage to the amount of R30 000.

- 2.3.1 Name the insurance clause that is applicable to YT in the scenario above. (2)
- 2.3.2 Calculate the amount that Yabo Traders should receive as compensation from the insurer. Show ALL workings. (4)
- 2.4 Explain the difference between limited liability and unlimited liability. (4)
- 2.5 Discuss the role of personal attitude in successful leadership. (6)
- 2.6 Read the scenario below and answer the questions that follow.

NAVEED MANUFACTURERS (NM)

Mohammed is a newly appointed manager at Naveed Manufacturers. He requested his employees to give input on how they could reduce NM's production costs.

- 2.6.1 Identify the leadership style used by Mohammed. Motivate your answer by quoting from the scenario above. (3)
- 2.6.2 Suggest THREE situations in which the leadership style identified in QUESTION 2.6.1 can be applied in the workplace. (6)



[40]

QUESTION 2 C: BUSINESS VENTURES (DBE EXEMPLAR SC/NSC /2020)

- 2.1 Give FOUR examples of insurable risks. (4)
- 2.1 State FOUR principles of insurance. (4)
- 2.3 **Tammy allocates tasks to employees according to their level of maturity.**
- 2.3.1 Identify the leadership theory that Tammy is applying. (2)
- 2.3.2 Discuss the leadership theory identified in QUESTION 2.3.1. (6)
- 2.4 Distinguish between a private company and a public company. (8)
- 2.5 Read the scenario below and answer the questions that follow.

MOUNTAIN HOTEL (MH)

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

- 2.5.1 Quote TWO roles of personal attitude in successful leadership displayed by Sihle in the scenario above. (2)
- 2.5.2 Explain to Sihle the impact of the democratic leadership style on MH as a business. (8)
- 2.6 Evaluate the impact of a PowerPoint presentation as a visual aid. (6)

[40]

2. BUSINESS ROLES

QUESTION 3 A: BUSINESS ROLES (EC/JUNE 2021)

- 3.1 Give THREE practical examples of unethical behaviour. (3)
- 3.2 Identify the unethical business practice illustrated in each of the following scenarios.
- 3.2.1 Madiba Cash and Carry charges more for the same goods in the village than in the urban areas. (2)
- 3.2.2 Mr Siza, the financial manager at Jakes Fittings, did not declare all their income to SARS. (2)
- 3.3 Read the scenario below and answer the questions that follow.

RUBIN STEEL FACTORY (RSF)

Rubin Steel Factory is experiencing a high demand for steel materials and RSF wants to expand their business idea by establishing another factory in Mossel Bay. RSF needs to look at both the pros and cons before establishing another factory.

- 3.3.1 Name the problem-solving technique used by Rubin Steel Factory. Motivate your answer by quoting from the scenario above. (3)
- 3.3.2 Discuss the advantages of the problem-solving technique identified in QUESTION 3.3.1. (8)
- 3.4 Differentiate between problem-solving and decision-making. (4)
- 3.5 Read the scenario below and answer the questions that follow.



PURE CASH FINANCE (PFC)

Pure Cash Finance believes that good corporate governance, which includes transparency and accountability, is key to the integrity of their organisation and their ability to manage risk and perform at optimum levels.

- 3.5.1 Name TWO King Code principles for good corporate governance from the scenario above. (2)
- 3.5.2 Advise PFS on how to apply each King Code principle identified in QUESTION 3.5.1 to improve their corporate governance. (8)
- 3.6 Explain how businesses can apply the brainstorming technique to solve their business problems. (8)

[40]

QUESTION 3 B: BUSINESS ROLES (DBE SC/NSC /2020)

- 3.1 Name THREE King Code principles for good corporate governance. (3)
- 3.2 Read the scenario below and answer the questions that follow.

GIANT ENTERPRISE (GE)

Candice, the team leader at Giant Enterprise, wants to resolve the conflict in her sales team. Team members constantly criticise each other's ideas, which delays their progress.

- 3.2.1 Identify the stage of team development that the sales team is experiencing. Motivate your answer by quoting from the scenario above. (3)
- 3.2.2 Advise Candice on how she could handle conflict in the workplace. (6)
- 3.3 Explain how abuse of work time poses challenges to businesses. (6)
- 3.4 Read the scenario below and answer the question that follows.

ASANDA DAIRIES (AD)

Asanda Dairies invested some of their surplus funds in the community. They offer bursaries to previously disadvantaged students. AD also uses recycled containers to package their dairy products.

Identify any TWO elements of the triple bottom line, applicable to AD. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 3.4.

TRIPLE BOTTOM LINE ELEMENTS	MOTIVATIONS
1.	
2.	

- 3.5 Explain ways in which businesses could contribute time and effort to improve the well-being of their employees. (6)
- 3.6 Discuss the advantages of the Delphi technique in solving complex business problems. (4)
- 3.7 Recommend ways in which businesses could protect the environment and human health in the workplace. (6)

[40]

QUESTION 3 C: BUSINESS ROLES (DBE EXEMPLAR SC/NSC /2020)

- 3.1 State FOUR steps in problem-solving. (4)
- 3.2 Name any FOUR human rights in the workplace. (4)
- 3.3 Read the scenario below and answer the questions that follow

JUNE TRADERS (JT)

June Traders have been making large profits in the past three years. They decided to invest in communities by donating school uniforms. Sporting facilities were also provided by JT to promote a healthy lifestyle

- 3.3.1 Quote TWO ways in which JT contributed to the well-being of their communities. (2)
 3.3.2 Discuss the impact of corporate social investment (CSI) on JT as a business. (4)
 3.4 Describe any TWO criteria for successful team performance. (6)
 3.5 Read the scenario below and answer the question that follows.

SMOOTH FURNITURE LTD (SF)

Smooth Furniture Ltd wanted to change the designs of some of their furniture. Employees were requested to suggest new ideas in a large group without working individually. These ideas were used to inspire new thoughts. The management of SF evaluated the advantages and disadvantages of each idea.

Identify TWO problem-solving techniques used by Smooth Furniture Ltd. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 3.5.

PROBLEM-SOLVING TECHNIQUE	MOTIVATIONS
1.	
2.	

- 3.6 Discuss the correct procedure to deal with grievances in the workplace. (8)
 3.7 Recommend ways in which businesses could create an environment that stimulates creative thinking in the workplace. (6)

[40]

MISCELLANEOUS TOPICS

QUESTION 4 A: MISCELLANEOUS TOPICS (EC/JUNE 2021)

BUSINESS VENTURES

- 4.1 Name THREE principles of insurance. (3)
 4.2 Read the scenario below and answer the questions that follow.

Kelly and Keith invested R5 000 in two separate accounts. Kelly invested in a current account in a building society and receives 12% simple interest per annum. Keith invested in a fixed deposit at Khula Bank at 12% compounded interest per annum. The investment period of their accounts is two years.

- 4.2.1 Calculate the interest amount Kelly will receive after 2 years. (3)
 4.2.2 Calculate the interest amount Keith will receive after 2 years. (4)
 4.2.3 State the better investment option and motivate the answer. (2)
 4.3 Discuss the role of personal attitude in successful leadership. (8)

BUSINESS ROLES

- 4.4 Identify the type of difficult personalities applicable to EACH statement below.
 4.4.1 Mr Ingwe delays the whole process until a perfect solution is reached. (2)
 4.4.2 Sizwe, a technician, is dissatisfied even though management has improved the employees' salaries and working conditions. (2)
 4.4.3 The supervisor raises his voice and uses nasty words and bullying tactics which create a hostile environment during discussions. (2)
 4.5 Describe the importance of team dynamics theories in improving team performance. (6)
 4.6 Recommend strategies that businesses may introduce to deal with employees who abuse work time. (8)

[40]

QUESTION 4 B: MISCELLANEOUS TOPICS (DBE SC/NSC /2020)

BUSINESS VENTURES

- 4.1 Name any TWO types of leadership theories. (2)
- 4.2 Identify the type of preference share offered by Theta Limited to shareholders in EACH statement below.
- 4.2.1 Shareholders can sell their shares back to Theta Limited after a certain period of time. (6)
- 4.2.2 Past dividends which were not paid out due to low profits will not be compensated. (4)
- 4.2.3 Shareholders are entitled to share in any surplus profit of the company. (4)
- 4.3 Explain the advantages of insurance for businesses. (4)
- 4.4 Read the scenario below and answer the questions that follow.

TRIO ENTERPRISE (TE)

Zama, the marketing manager of Trio Enterprise, is preparing to present a business report to the stakeholders. He is fully conversant with the objectives of the presentation. Zama also created visual aids that will support and enhance his information.

- 4.4.1 Quote TWO factors that Zama considered when preparing for his presentation in the scenario above. (2)
- 4.4.2 Advise Zama on the factors that he must consider while presenting. (6)

BUSINESS ROLES

- 4.5 Name any THREE social rights of employees in the workplace. (3)
- 4.6 Elaborate on the meaning of communication as one of the criteria for successful team performance. (4)
- 4.7 Read the scenario below and answer the questions that follow.

JACOB CONSTRUCTIONS (JC)

The management of Jacob Constructions wants to change the structure of their business. They asked employees to evaluate the advantages and disadvantages of the proposed change. Employees were encouraged to apply creative thinking skills when discussing the change

- 4.7.1 Identify the problem-solving technique applied by JC. Motivate your answer by quoting from the scenario above. (3)
- 4.7.2 Explain the advantages of creative thinking in the workplace. (4)
- 4.8 Suggest ways in which businesses could deal with unemployment as a socio-economic issue. (6)

[40]

QUESTION 4 C: MISCELLANEOUS TOPICS (DBE EXEMPLAR SC/NSC /2020)


BUSINESS VENTURES

- 4.1 Identify the types of business investment opportunities that were used by Prime Plumbers in EACH statement below:
- 4.1.1 Prime Plumbers invested R50 000 for six months at a favourable interest rate with a financial institution. (4)
- 4.1.2 Prime Plumbers received dividends for their portion of ownership in Blue Range Ltd. (4)
- 4.2 Outline TWO factors that should be considered when preparing for a presentation. (4)
- 4.3 Explain return on investment as one of the factors that may be considered when making investment decisions. (4)
- 4.4 Distinguish between leadership and management. (8)

BUSINESS ROLES

- 4.5 Identify the stages of team development applicable to Shiburi Construction team in EACH statement below:

- 4.5.1 Team members compare each other's ideas and fight for a leadership position.
 4.5.2 The team is aware of its aims and makes decisions without supervision.
 4.5.3 Team members gather information about the task that must be performed. (6)
 4.6 Explain ways in which businesses could contribute time and effort to improve the well-being of employees. (6)
 4.7 Read the scenario below and answer the questions that follow



LIZEL CLOTHING MANUFACTURERS (LCM)

The management of Lizel Clothing Manufacturers has appointed health and safety representatives. They will be responsible for checking the effectiveness of LCM's health and safety measures. They should also identify potential dangers in the workplace

- 4.7.1 Quote TWO roles of the health and safety representatives from the scenario above. (2)
 4.7.2 Advise LCM on the other roles of health and safety representatives in the workplace. (6)
[40]

12. SOLUTIONS TO SECTION B QUESTIONS

BUSINESS VENTURES

QUESTION 2 A: BUSINESS VENTURES (EC/JUNE 2021)

- 2.1 **Examples of non-insurable risks**
- Losses caused by war ✓
 - Most risks occurring between placing orders and receiving goods ✓
 - Changes in fashion ✓
 - Losses caused by marketing malpractices by the business ✓
 - Advancement in technology/new machinery invention ✓
 - Any other relevant answer related to the examples of non-insurable risks.
- (3)
- NOTE: Mark the first THREE (3) only. (3 x 1)**
- 2.2 **Types of shares**
- 2.2.1 Founder's shares ✓✓
- 2.2.2 Bonus shares ✓✓ (4)
- 2.3 **Leadership styles**
- 2.3.1 **Transactional leadership** ✓✓
- Motivation
- He rewards employees for meeting sales targets and punishes them for not meeting deadlines. ✓ (1)
- NOTE: 1. Award marks for the leadership style even if the quote is incomplete.
 2. Do not award marks for the motivation, if the type of leadership style was incorrectly identified.**
- Max (3)
- 2.3.2 **Impact of transactional leadership style**
- Positives/Advantages**
- Encourages employees to work hard ✓ because they will receive rewards. ✓
 - Improves employees' productivity ✓ and morale. ✓
 - The goals and objectives of the business can be achieved ✓ as workers are motivated. ✓
 - Employees know ✓ what is expected of them. ✓
 - Disciplinary action procedures ✓ are well communicated. ✓
 - Any other relevant answer related to a positive impact/advantages of a transactional leadership style

AND/OR

Negatives/Disadvantages

- Employees may become bored/lose creativity ✓ as they have to follow rules/procedures. ✓
- A transactional leader will have to monitor the work performance of employees ✓ to ensure that expectations are met. ✓
- Managing/controlling employees ✓ may be time-consuming. ✓
- Some employees may be demoralised/udemotivated ✓ if they fail to reach/meet targets despite having worked very hard. ✓
- Not suitable for team work as all team members can be punished ✓ for poor performance caused by one team member. ✓
- Any other relevant answer related to a negative impact/disadvantages of a transactional leadership style. Max. (8)

NOTE: Accept relevant facts, if the autocratic style was incorrectly identified as answer in QUESTION 2.3.1.

2.4 Situations in which the democratic and laissez faire leadership styles can be applied in the workplace

2.4.1 Democratic leadership style

This leadership style can be used when:

- Group members are skilled and eager to share their ideas. ✓✓
- - The leader does not have all the information needed to make a decision and employees have valuable information to contribute. ✓✓
- - Cooperation is needed between a leader and a team. ✓✓
- - Decisions need to be looked at from several perspectives. ✓✓
- - Any other relevant answer related to situations in which the democratic leadership style may be applied in the workplace. Max. (4) (4)

2.4.2 Laissez-faire/ Free reign

This leadership style can be used when:

- Subordinates are experts and know what they want/can take responsibility for their actions. ✓✓
- The leader is very busy and delegation of tasks will increase productivity. ✓✓
- Team members need to improve/develop leadership skills. ✓✓
- Suitable when employees are highly experienced and know more about the task than the leader. ✓✓
- Any other relevant answer related to a situation in which laissezfaire/free-reign leadership style may be applied in the workplace. Max. (4) (4)

2.5 Meaning of debentures

- It is issued to raise borrowed capital ✓ from the public. ✓
- The lender/debenture holder agrees to lend money to the company ✓ on certain conditions for a certain period. ✓
- Debenture holders are creditors, ✓ as the company is liable to repay the amount of the debentures. ✓
- Most types of debentures can be traded ✓ on the JSE. ✓
- Debenture holders receive annual interest payments ✓ based on the terms/ amount of debentures held. ✓
- Any other relevant answer related to the meaning of debentures. Max. (4) (4)

2.6 Insurance

2.6.1 Average clause ✓✓ (2)

2.6.2 Insured amount x Loss/Damages ✓ Market value

$$= \frac{500\,000}{800\,000} \times 300\,000 \checkmark$$

$$= R187\,500 \checkmark\checkmark$$

NOTE: 1. Allocate full marks (4) if the answer is correct and no workings are shown.



2. If workings were shown correctly, but the final answer is wrong, award a maximum of TWO (2) marks.

3. If the answer is incorrect, award a maximum of ONE mark for the understanding of concept and method.

Max. (4)

(4)

2.7 **Difference between simple and compound interest**

SIMPLE INTEREST	COMPOUND INTEREST
- Interest earned on the original amount \checkmark and not on the interest accrued. \checkmark	- Interest earned on original amount invested, \checkmark as well as interest earned in previous period(s). \checkmark
- The principal amount remains the same \checkmark as interest is not reinvested/added. \checkmark	- The principal amount grows \checkmark with the addition of interest to it. \checkmark
- Interest is calculated on the higher principal amount \checkmark and again added to it. \checkmark	- The interest is calculated on the original/ principal amount \checkmark and added at the end of the investment period. \checkmark
- Yields lower \checkmark return on investment. \checkmark / Total interest earned on investment \checkmark is lower. \checkmark	- Yields high \checkmark return on investment. \checkmark / Total interest earned on investment \checkmark is high. \checkmark
- Any other relevant answer related to simple interest.	- Any other relevant answer related to compound interest.
Submax. (2)	Submax. (2)

NOTE: 1. The answer must be in a tabular format/differences listed in an organised way.

2. The differences must be clearly linked.

3. Award a maximum of TWO (2) if the differences are not clear/Mark either simple or compound interest only.

Max.

(4)
[40]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	3
2.2	4
2.3.1	3
2.3.2	8
2.4.1	4
2.4.2	4
2.5	4
2.6.1	2
2.6.2	4
2.7	4
TOTAL	40

QUESTION 2 B: BUSINESS VENTURES (DBE SC/NSC /2020)

2.1 Examples of non-insurable risks

- Nuclear weapons/war/political disturbances✓
- Changes in fashion✓
- Improvement/Changes in technology✓
- Irrecoverable debts✓
- Financial loss due to bad management✓
- Possible failure of a business✓
- Shoplifting during business hours✓
- Loss of income if stock is not received in time/ Time that elapses between the placing of orders and delivery✓
- Losses caused by the marketing malpractices of the business✓
- Changes in price levels from one place to another/Different prices in different places✓
- Any other relevant examples of non-insurable risks.

NOTE: Mark the first THREE (3) only.

(3 x 1)

(3)

2.2 Functions of the Johannesburg Securities Exchange/JSE

- Gives opportunities to financial institutions such as insurance companies to invest their funds in shares.✓✓
- Serves as a barometer/indicator of economic conditions in South Africa.✓✓
- Keeps investors informed on share prices by publishing the share prices daily.✓✓
- Acts as a link between investors and public companies.✓✓
- Shares are valued and assessed by experts.✓✓
- Small investors are invited to take part in the economy of the country through the buying/selling of shares.✓✓
- Venture capital market is made available on the open market.✓✓
- Orderly market for securities serves as a disciplined market for securities.✓✓
- Mobilises the funds of insurance companies and other institutions.✓✓
- Raises primary capital by encouraging new investments in listed companies.✓✓
- Regulates the market for dealing with shares.✓✓
- Plans, researches and advises on investment possibilities.✓✓
- Ensures that the market operates in a transparent manner.✓✓
- Provides protection for investors through tough regulations/law.✓✓
- Encourages short term investments.
- Facilitates electronic trading of shares/STRATE.✓✓
- Any other relevant answer related to the functions of the Johannesburg Securities Exchange/JSE.

Max

(6)

2.3 Insurance

2.3.1 Average clause✓✓

2.3.2 Calculation of average clause

Insured amount

Market value X Loss/Damage ✓

R300 000

R400 000 ✓ X R30 000✓

= R 22 500✓✓✓✓

NOTE: 1. Award full marks (4) if the answer is correct and no workings are shown.

2. If the formula and workings were shown correctly but the final answer is wrong, award a maximum of THREE (3) marks.



3. If the workings and the answer are incorrect, award a maximum of ONE mark for the formula.

Max (4)

2.4 Difference between limited and unlimited liability

LIMITED LIABILITY	UNLIMITED LIABILITY
- Losses are limited✓ to the amount that the owner invested in the business.✓	- The liability of the owner to pay debts /claims✓ is not limited to the business only.✓
- The owner's personal assets are protected✓ against the debts of the business.✓	- The owner's personal assets may be seized✓ to pay for the debts of the business.✓
- Applicable to forms of ownership /companies✓ that have a separate legal entity/ personality✓.	- Applicable to a sole proprietorship and partnership✓ as they do not have a separate legal entity/personality. ✓
Any other relevant answer related to limited liability.	Any other relevant answer related to unlimited liability.
Submax. (2)	Submax. (2)

NOTE: 1. The answer does not have to be in a tabular format
2. The difference does not have to link, but must be clear.
3. Award a maximum of TWO (2) marks if the difference is not clear/ Mark either limited or unlimited liability only.

Max (4)

2.5 Role of personal attitude in successful leadership

- Positive attitude releases✓ leadership potential.✓
- A leader's good/bad attitude✓ can influence the success/failure of the business.✓
- Leaders must know their strengths and weaknesses✓ to apply their leadership styles effectively.✓
- Great leaders understand that the right attitude✓ will set the right atmosphere.✓
- Leaders' attitude✓ may influence employees'/teams' thoughts/behaviour.✓
- Leaders should model the behaviour✓ that they want to see in team members.✓
- Successful leaders consider the abilities/skills of team members✓ to allocate tasks/roles effectively.✓
- Enthusiasm✓ produces confidence in a leader.✓
- A positive attitude is critical for good leadership✓ because good leaders will stay with the task regardless of difficulties/challenges.✓
- Successful employees and leaders have a constant desire to work✓ and achieve personal/professional success.✓
- Leaders with a positive attitude know✓ that there is always more to earn/space to grow.✓
- Any other relevant answer related to the role of personal attitude in successful leadership.

Max

(6)

2.6 Leadership styles

2.6.1 Leadership style from the scenario

Democratic leadership style✓✓ (2)

Motivation

He requested his employees to give inputs on how they could reduce NM's production costs.✓ (1)

NOTE: 1. Award marks for the leadership style even if the quote is incomplete.



2. Do not award marks for the motivation if the leadership style was incorrectly identified.

Max (3)

2.6.2 Situations in which a democratic leadership style can be applied in the workplace

This leadership style can be used when:

- Group members are skilled and eager to share their ideas.✓✓
- The leader does not have all the information needed to make a decision and employees have valuable information to contribute.✓✓
- Cooperation is needed between the leader and the team.✓✓
- Decisions need to be looked at from several perspectives.✓✓
- Small dynamic companies rely on innovative and creative ideas.✓✓
- Any other relevant answer related to the situations in which a democratic leadership style can be applied in the workplace.

NOTE: Mark the first THREE (3) only.

(3 x 2) (6)

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	3
2.2	6
2.3.1	2
2.3.2	4
2.4	4
2.5	6
2.6.1	3
2.6.2	6
TOTAL	40

QUESTION 2 C: BUSINESS VENTURES (DBE EXEMPLAR SC/NSC /2020)

2.1 Example of insurable risks

- Theft✓
- Fidelity insurance✓
- Burglary✓
- Money in transit✓
- Fire✓
- Natural disaster/Storms/Wind/Rain/Hail✓
- Damage to/Loss of assets/vehicles/ equipment/buildings/premises✓
- Injuries on premises✓
- Any other relevant example related to insurable risks.

NOTE: Mark the first FOUR (4) only.

(4x1) (4)

2.2 Principles of insurance

- Indemnification/Indemnity✓
- Security/Certainty✓
- Utmost good faith✓
- Insurable interest✓

NOTE: Mark the first FOUR (4) only.



(4 x 1) (4)

2.3 Leadership theory

2.3.1 Situational leadership theory✓✓ (2)

2.3.2 Situational leadership theory

- Different leadership characteristics✓ are needed for different situations.✓
 - The task/situation dictates the leadership style that should be applied✓, so leaders are adaptable/flexible/self-assured.✓
 - Effective application of this theory may enable leaders✓ to accomplish their goals.✓
 - Relationships between leaders and employees✓ are based on mutual trust/respect/loyalty/integrity/honesty.✓
 - Leaders have the ability to analyse the situation/get the most suitable people in the right positions✓ to complete tasks successfully.✓
 - Leaders analyse group members/objectives/time constraints✓, to adopt a suitable/relevant leadership style.✓
 - May lead to conflict✓ when leaders use different leadership styles/when managing employees in different situations.✓
 - The success of this theory depends on the kind of relationship that exists✓ between the leader and followers/subordinates/employees.✓
 - Any other relevant answer related to the situational leadership theory.
- NOTE: Accept relevant facts if the situational leadership theory was incorrectly identified in QUESTION 2.3.1.**

Max

(6)

2.4 Distinction between a private company and a public company

PRIVATE COMPANY	PUBLIC COMPANY
- May not offer shares✓ to the general public.✓	- Trades its shares publicly✓ on the Johannesburg Securities Exchange (JSE).✓
- Shares are not✓ freely transferable✓	- Shares are freely✓ transferable. ✓
- Minimum of one director.✓	- Minimum of three directors.✓
- Name must end✓ with Proprietary Limited/(Pty) Ltd.✓	- Name must end✓ with Limited/Ltd.✓
- Annual financial statements need not be audited✓ and published.✓	- Annual financial statements need to be audited✓ and published.✓
- Does not need to publish a prospectus✓ as it cannot trade its shares publicly.✓	- Have to register and publish a prospectus✓ with the Companies and Intellectual Property Commission/CIPC.✓
- The company is not required to raise✓ the minimum subscription/ issue minimum shares.✓	- Must raise a minimum subscription prior✓ to commencement of the company.✓
- Any other relevant answer related to a private company.	- Any other relevant answer related to a public company.
Submax. (4)	Submax. (4)

NOTE: 1. The answer does not have to be in tabular format.

2. The distinction does not have to link, but must be clear.

3. Award a maximum of FOUR (4) marks if the distinction is not clear/Mark either a private company or a public company.

Max

(8)

2.5 Leadership

2.5.1 Roles of personal attitude in successful leadership from the scenario

- He has a positive attitude and knows that there is always more to learn. ✓
- Sihle models the behaviour that he wants to see in his followers. ✓

NOTE: 1. Mark the first TWO (2) only.

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

(2 x 1) (2) (2)

2.5.2 Impact of democratic leadership style

Positives/Advantages

- Employees participate in the decision making process✓, so they feel empowered/positive. ✓
- Staff gives a variety of ideas/inputs/feedback/viewpoints ✓ that can lead to innovation/improved production methods/increased sales. ✓
- Clear/Two-way communication ensures group commitment✓ to final decision(s).✓
- Authority is delegated which can motivate/inspire workers✓ to be more productive. ✓
- Complex decisions can be made with inputs✓ from specialists/skilled workers.✓
- Any other relevant answer related to the positive impact/advantages of the democratic leadership style on MH as a business.

AND/OR

Negatives/Disadvantages

- Incorrect decisions may be made✓ if staff is inexperienced/not fully informed. ✓
- Decision making may be time consuming✓ because stakeholders have to be consulted. ✓
- Employees may feel discouraged✓ if their opinions/inputs are not considered. ✓
- The leader can rely too much on the input of the followers✓ and fail to make a final decision. ✓
- Not effective in times of crisis✓ when quick decisions need to be made.✓
- Some employees only pretend to participate in decision making✓ and their feedback may not always be accurate. ✓
- Any other relevant answer related to the negative impact/disadvantages of the democratic leadership style on MH as a business.

Max

(8)

2.6 Impact of a PowerPoint presentation as a visual aid

Positives/Advantages

- Graphic programmes have the capacity to convey ideas✓ and support what the presenter says. ✓
- Easy to combine✓ with sound/video clips. ✓
- Simple/Less cluttered slides✓ may capture the interest of the audience. ✓
- Video clips can provide variety✓ and capture the attention of the audience. ✓
- Variation of colour/background/sound immediately captures the attention of the audience✓ and retain their interest throughout the presentation. ✓
- Slides should only be used✓ where they can enhance the facts or summarise information. ✓
- Any other relevant answer related to the positive impact/advantages of a PowerPoint presentation as a visual aid.

AND/OR

Negatives/Disadvantages

- Unprofessional handling of the data projector/PowerPoint presentation material✓ may lead to irritation/may result in the audience losing interest. ✓
- Less effective✓ to people with visual impairments. ✓
- Simply reading off the slides✓ makes a presentation boring/meaningless. ✓
- Unable to show slides✓ without electricity/data projector. ✓
- Any other relevant answer related to the negative impact/disadvantages of a

[40]



BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	4
2.2	4
2.3.1	2
2.3.2	6
2.4	8
2.5.1	2
2.5.2	8
2.6	6
TOTAL	40

BUSINESS ROLES

QUESTION 3 A: BUSINESS ROLES (EC/JUNE 2021)

3.1 Practical examples of unethical behaviour

- Sold old item as new ✓
- Using false figures in accounts ✓
- Excessive salaries during recession ✓
- Bribing to avoid penalty or get tender ✓
- Stealing patent for your own benefits ✓
- Harming environment ✓
- Lack of transparency ✓
- Evade paying tax ✓
- Any other relevant answer related to the practical examples of unethical behaviour.

NOTE: Mark the first THREE (3) only.

(3 x 1)

(3)

3.2 Unethical business practices

3.2.1 Pricing of goods in rural areas ✓✓

3.2.2 Taxation/Tax evasion ✓✓

(4)

3.3 Problem-solving technique

3.3.1 Force-field analysis ✓✓ (2)

Motivation

RSF needs to look at both the pros and cons before establishing another factory. ✓ (1)

NOTE: 1. Award marks for the problem-solving technique even if the quote is incomplete.

2. Do not award marks for the motivation if the problem-solving was incorrectly named.

Max.

(3)

3.3.2 Advantages of force-field analysis

- 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 advantages of force-field analysis.

Max. (8)

(8)

3.4 Difference between problem-solving and decision-making.

PROBLEM-SOLVING	DECISION-MAKING
- Problems can be solved by a group/ team ✓ or an individual team member. ✓	- It is often done by one person/a member of senior management ✓ who makes it authoritarian. ✓
- Alternative solutions are generated/ identified ✓ and critically evaluated. ✓	- Various alternatives are considered ✓ before deciding on the best one. ✓
- Process of analysing a situation ✓ to identify strategies to bring about change. ✓	- It is part of the problem solving cycle ✓ as decisions need to be taken in each step. ✓
- Any other relevant answer related to problem-solving	- Any other relevant answer related to decision-making.
Submax. (2)	Submax. (2)

3.5 King Code principles


3.5.1 Transparency ✓

Accountability ✓

(2 x 1) (2)

3.5.2 Application of each King Code principle

Principle	Application
Transparency	<ul style="list-style-type: none"> - Decisions/Actions must be clear to all stakeholders. ✓✓ - Businesses should give details of shareholder's voting rights to them before/ at Annual General Meeting. ✓✓ - Business dealings/transactions must be open/honest. ✓✓ - Business policies and processes must be clear and understood by all stakeholders. ✓✓ - The board of directors must report on both the negative and positive impact of the business on the community /environment. ✓✓ - Any other relevant answer related to how businesses can apply transparency as a King Code principle for good corporate governance.
	Submax. (4)
Accountability	<ul style="list-style-type: none"> - Businesses should be accountable/responsible for their decisions. ✓✓ - Businesses should present accurate annual reports to shareholders at the Annual General Meeting (AGM). ✓✓

	<p>- Top management should ensure that other levels of top management are clear about their roles and responsibilities to improve accountability. ✓✓</p> <p>- Any other relevant answer related to how businesses can apply accountability as a King Code principle for good corporate governance.</p>
	Submax. (4)

NOTE: 1. The answer does not have to be in tabular format.

2. The application in QUESTION 3.5.2 must link to the correct King Code principles in QUESTION 3.5.1.

(8)

Max.

3.6 Application of brainstorming technique

- State/Define the business problem clearly, ✓ so that all participants/stakeholders understand the problem. ✓
- Members state possible causes ✓ of the business problems. ✓
- Set a time limit ✓ for each brainstorming session. ✓
- Record/Write ideas down, ✓ where all participants can see it. ✓/Ideas may also be shared online ✓ during an e-brainstorming session. ✓
- Use each suggestion ✓ to inspire new thoughts/ideas. ✓
- Do not judge/criticise/discuss the ideas, ✓ so that many ideas could be generated as quickly as possible. ✓
- All members of the group ✓ randomly make suggestions. ✓
- The group rates ideas ✓ according to its usefulness/success/difficulty/cost to implement. ✓
- The group evaluates all ideas, ✓ and combines similar ones/draw up a refined list. ✓
- Discuss a plan of action ✓ on how to implement the best ideas. ✓
- Any other relevant answer related to the application of the brainstorming technique to solve business problems.

Max.

(8)
[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	3
3.2	4
3.3.1	3
3.3.2	8
3.4	4
3.5.1	2
3.5.2	8
3.6	8
TOTAL	40

QUESTION 3 B: BUSINESS ROLES (DBE SC/NSC /2020)

3.1 King Code principles for good corporate governance

- Transparency✓
- Accountability✓
- Responsibility✓

NOTE: Mark the first THREE (3) only.

(3 x 1)

(3)

3.2 Team performance and conflict resolution

3.2.1 Stage of team development from the scenario

Storming√√ (2)

Motivation

Team members constantly criticise each other's ideas which delays their progress.√

(1)

NOTE: 1. Award marks for the stage of team development even if the quote is incomplete.

2. Do not award marks for the motivation if the stage of team development was incorrectly identified.



Max

(3)

3.2.2 Handling of conflict in the workplace

- Acknowledge that there is conflict in the workplace.√√
- Candice should identify the cause of the conflict.√√
- Arrange pre-negotiations where workers/complainants will be allowed to state their case/views separately.√√
- Arrange a time and place for negotiations where all employees involved are present.√√
- Candice should arrange a meeting between conflicting
- Make intentions for intervention clear so that parties involved may feel at ease.√√
- Each party has the opportunity to express his/her own opinions/feelings.√√
- Conflicting parties may recognise that their views are different during the meeting.√√
- Analyse/Evaluate the cause(s) of conflict by breaking it down into different parts.√√
- Blame shifting should be avoided and a joint effort should be made.√√
- Direct conflicting parties towards finding/focusing on solutions.√√
- Devise/Brainstorm possible ways of resolving the conflict.√√
- Conflicting parties agree on criteria to evaluate the alternatives.√√
- Select and implement the best solution.√√
- Provide opportunities for parties to agree on the best solution.√√
- Evaluate/Follow up on the implementation of the solution(s).√√
- Monitor progress to ensure that the conflict has been resolved.√√
- Source experts on handling conflict from outside the business.√√
- Any other relevant answer related to how Candice/businesses could handle conflict in the workplace.

NOTE: Accept the steps in any order

Max

(6)

3.3 Challenges posed by abuse of work time

- It may result in many employees√ often abusing work time.√
- Abuse of work time could result in losing customers√ or not meeting the deadlines/conflict amongst workers.√
- Wasting time costs the business money√ and affects productivity.√
- Abuse of work time results in a decline in profits√ which could damage the financial wealth of the business. √
- Effective customer services may not be rendered √ resulting in the negative image of the business. √
- Any other relevant answer related to how abuse of work time poses challenges to businesses.



Max

(6)

3.4 Triple bottom line

3.4.1 Elements of Triple bottom line from the scenario

TRIPLE BOTTOM LINE ELEMENTS	MOTIVATIONS
1. Profit/Economic/People/Social✓✓	Asanda Dairies invested some of their surplus funds in the community. ✓
2. People/Social✓✓	They offer bursaries to previously disadvantaged students/Asanda Dairies invested some of their surplus funds in the community. ✓
3. Planet/Environment✓✓	AD also uses recycled containers to package their dairy products.✓
Submax. (4)	Submax. (4)

NOTE: 1. Mark the first TWO (2) only.

2. The answer does not have to be in tabular format.

3. Award marks for the triple bottom line elements even if quotes were incomplete.

4. Do not award marks for the motivations if the triple bottom line elements were incorrectly identified.

Max

(6)

3.5 Ways in which businesses could contribute time and effort to improve the well-being of their employees

- A business should pay fair wages/salaries to the workers✓ based on the nature of their work/ the prevailing economic conditions in the market.✓
- Pay fair bonuses, based on business earnings✓, as acknowledgement for hard work and commitment.✓
- Offer financial assistance in the case of any hardship✓ caused by unexpected medical costs.✓
- Working conditions should include safety/medical/canteen facilities benefits✓ like housing/leave/retirement✓, etc.
- A business could offer annual physical/medical assessments✓ to workers.✓
- Make trauma debriefing/counselling/assistance available✓ to any employee who requires these services.✓
- Offer support programmes✓ for employees infected and affected by HIV/Aids.✓
- Start a nutritional programme✓ so that employees can enjoy one meal per day to keep them in a healthy condition.✓
- Encourage employees to stay fit and healthy✓ by getting them involved in health activities to minimise stress/substance abuse/obesity.✓
- Provide recreational facilities✓ for employees.✓
- Provide for employees' participation in decision-making✓ that affects them.✓
- Allow flexible working hours✓ to enhance productivity.✓
- Make childcare facilities available on the premises✓ for working mothers in the business.✓
- Give time to staff✓ to get involved in projects they choose✓/Allow staff to use some of the working hours✓ to participate in the projects of their choice.✓
- A business can provide transport for employees✓ who work unusually long hours.✓
- Establish coaching and mentoring programmes✓ for junior employees.✓
- Conduct team-building sessions✓ to improve employees' morale.✓
- Encourage employees✓ to attend capacity-building workshops/training programmes/staff-development programmes/team-development programmes.✓
- Any other relevant answer related to ways in which businesses could contribute time and effort to improve the well-being of their employees.

3.6 **Advantages of the Delphi technique in solving complex business problems** Max (6)

- Businesses may use a group of experts✓ without bringing them together.✓
- The experts will give the business clear ideas/solutions✓ on how to improve on productivity/profitability.✓
- Information received from experts can be used✓ to solve complex business problems.✓
- Experts may give honest/credible opinions✓ as they do not have a direct/personal interest in the business.✓
- Conflict may be avoided✓ especially if all employees are knowledgeable and well qualified.✓
- Dominating employees may not take over the process✓ as they do not form part of the problem-solving process.✓
- It reduces noise levels in an office environment✓ since there is no group discussion.✓
- Any other relevant answer related to the advantages of the Delphi technique in solving complex business problems.

3.7 **Ways in which businesses could protect the environment and human health in the workplace** Max (4)

- Laws and regulations should be adhered to so that profits are not generated at the expense of the environment.✓✓
- Pollution and other environmental issues should always be considered in all business activities, e.g. safe disposal of waste/dumping of toxic waste✓✓.
- Become involved in environmental awareness programs.✓✓
- The environment can be protected by altering production techniques in favour of cleaner and greener technologies.✓✓
- Water for human consumption should be tested before it is used.✓✓
- Promote nature conservation by looking after natural resources.✓✓
- Minimise pollution, by re-using, reducing and recycling.✓✓
- Reduce consumption of goods/services which are environmentally unfriendly.✓✓
- Register/Engage with recognised institutions/bodies that promote green peace.✓✓
- Physical working conditions should always be worker friendly, safe and promote occupational health.✓✓
- Physical working conditions such as adequate lighting/ventilation should be available and functional.✓✓
- Machines must be serviced/maintained regularly.✓✓
- Educate employees about hygiene issues.✓✓
- Encourage employees to do regular health checks.✓✓
- Conduct regular inspections on buildings/machinery to minimise potential dangers to human health. ✓✓
- Any other relevant answer related to ways in which businesses could protect the environment and human health in the workplace.

Max (6)
[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	3
3.2.1	3
3.2.2	6
3.3	6

3.4	6
3.5	6
3.6	4
3.7	6
TOTAL	40

QUESTION 3 C: BUSINESS ROLES (DBE EXEMPLAR SC/NSC /2020)

3.1 **Steps in problem-solving**

- Identify the problem.✓
- Define the problem.✓
- Identify possible solutions to the problem.✓
- Select the most appropriate alternative.✓
- Develop an action plan.✓
- Implement the suggested solution/action plan.✓
- Monitor the implementation of the solution/action plan.✓
- Evaluate the implemented solution.✓
- Any other relevant answer related to the steps in problem-solving.

NOTE: 1. Mark the first FOUR (4) only.

2. Steps may be in any order.

3. Award marks when different approaches in problem-solving are used.

(4 x 1)

(4)

3.2 **Human rights in the workplace**

- Privacy ✓
- Dignity ✓
- Equity✓
- Freedom of speech and expression✓
- Information✓
- Safety, security and protection of life✓

NOTE: Mark the first FOUR (4) only.

(4 x 1)

(4)

3.3 **Corporate social investment/CSI**

3.3.1 **Examples of CSI from the scenario**

- They decided to invest in communities by donating school uniforms. ✓
- Sporting facilities were also provided by JT to promote a healthy lifestyle. ✓

(2 x 1)

NOTE: 1. Mark the first TWO (2) only.

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

(2)

3.3.2 **Impact of CSI on a business**

Positives/Advantages

- JT may attract experienced employees/increase the pool of skilled labour✓ which could increase productivity.✓
- Positive/Improved image✓ as the business looks after employees/conducts itself in a responsible way.✓
- May have a competitive advantage✓, resulting in good publicity/an improved reputation.✓
- Promotes customer loyalty✓ resulting in more sales.✓
- CSI projects may be used as a marketing strategy✓ to promote their products.✓
- JT enjoys the goodwill/support✓ of communities.✓
- CSI projects promote teamwork✓ within businesses.✓
- CSI helps to attract investors✓ because of increased profits/income.✓
- Gives JT tax advantages✓ such as tax reduction/-rebates.✓

- The government is less likely to enforce issues through legislation✓ to businesses that voluntarily participate in CSI projects.✓
- Employees feel as if they are making a difference✓ in working for the business.✓
- It helps to retain staff/lower staff turnover✓ as employees' health and safety are considered.✓
- Improves the health of its employees✓ through focused CSI projects.✓
- JT can become more community-based✓ by working closely with the community to roll out skills development projects.✓
- Any other relevant answer related to the positive impact/advantages of CSI on JT as a business.

AND/OR

Negatives/Disadvantages

- JT may not be supported/Customers may not buy their products/services✓ resulting in a decrease in sales.✓
- Small and medium enterprises find it difficult✓ to implement CSI programmes.✓
- Detailed reports must be drawn up✓, which can be time consuming.✓
- Social spending reduces business/economic efficiency✓ which makes it less competitive.✓
- Social involvement is funded from business profits✓ which could have been used to the benefit of customers/reduce prices.✓
- CSI activities distract business focus✓ from its core business functions.✓
- JT finds it difficult✓ to adhere to legislation governing CSI.✓
- It can increase financial risk✓, as programmes cost money and may impact negatively on profits.✓
- It is difficult to accurately measure✓ the effectiveness of social investment.✓
- It is not easy to determine the exact needs of the communities✓, which may result in fruitless expenditure on CSI.✓
- Most managers are not trained/lack experience✓ to handle social programmes.✓
- Employees may spend more time working on CSI projects✓ instead of focusing on their core duties.✓
- Providing goods/services that meet the needs of consumers is✓, according to some stakeholders, already socially responsible.✓
- Shareholders/Stakeholders may receive less dividends✓, as some profits are spent on CSI.✓
- Some shareholders/stakeholders might withdraw their support from the business✓ as they feel that social issues should be the government's responsibility.✓
- Any other relevant answer related to the negative impact/disadvantages of CSI on JT as a business.

Max (4)

3.4 Criteria for successful team performance

Interpersonal attitudes and behaviour✓✓

- Members have a positive attitude of support and motivation towards each other.✓
- Good/Sound interpersonal relationships will ensure job satisfaction/increase productivity of the team.✓
- Members are committed / passionate towards achieving a common goal/objectives.✓
- Team leader acknowledges/gives credit to members for positive contributions.✓

- Any other relevant answer related to interpersonal attitudes and behaviour as criteria for successful team performance.

Criteria (2)
Description (1)
Submax (3)



Shared values/Mutual trust and support✓✓

- Shows loyalty/respect/trust towards team members despite differences.✓
- Shows respect for the knowledge/skills of other members.✓
- Perform team tasks with integrity/pursuing responsibility/meeting team deadlines with necessary commitment to team goals.✓
- Any other relevant answer related to shared values/mutual trust and support as criteria for successful team performance

Criteria (2)
Description (1)
Submax (3)

Communication✓✓

- A clear set of processes/procedures for team work ensures that every team member understands his/her role.✓
- Efficient/Good communication between team members may result in quick decisions.✓
- Quality feedback improves the morale of the team.✓
- Open/Honest discussions lead to effective solutions of problems.✓
- Continuous review of team progress ensures that team members can rectify mistakes/act pro-actively to ensure that goals/targets are reached.✓
- Any other relevant answer related to communication as criteria for successful team performance.

Criteria (2)
Description (1)
Submax (3)

Co-operation/Collaboration✓✓

- Clearly defined realistic goals are set, so that all members know exactly what is to be accomplished.✓
- Willingness to co-operate as a unit to achieve team objectives.✓
- Co-operate with management to achieve team/business objectives.✓
- Agree on methods/ways to get the job done effectively without wasting time on conflict resolution.✓
- All members take part in decision making.✓
- A balanced composition of skills/knowledge/experience/expertise ensures that teams achieve their objectives.✓
- Any other relevant answer related to co-operation/collaboration as criteria for

Criteria (2)
Description (1)
Submax (3)
(2 x 3)

NOTE: Mark the first TWO (2) only.

3.5 Problem solving techniques from the scenario

(6)

PROBLEM SOLVING TECHNIQUE	MOTIVATIONS
1. Brainstorming✓✓	Employees were requested to suggest new ideas in a large group without working

	individually/These ideas were used to inspire new thoughts.✓
2. Force-field analysis✓✓	The management of SF evaluated the advantages and disadvantages of each idea.✓
Submax. (4)	Submax. (2)

NOTE: 1. Award marks for the problem solving technique even if the quote is incomplete



2. Do not award marks for the motivation if the problem solving techniques were incorrectly identified.

Max (6)

3.6 Correct procedure on how to deal with grievances

- An aggrieved employee must verbally report the incident/grievance✓ to his/her supervisor/manager. ✓
- Supervisor/ Manager need to resolve the issue✓ within 3 to 5 working days. ✓
- Should the employee and supervisor not be able to resolve the grievance✓, the employee may take it to the next level of management.✓
- The employee may move to a more formal process✓ where the grievance must be lodged in writing/completes a business grievance form.✓
- The employee must receive a written reply✓ in response to the written grievance.✓
- A grievance hearing/meeting must be held✓ with all relevant parties present.✓
- Minutes of the meeting must be recorded✓ and any resolution passed must be recorded on the formal grievance form.✓
- Should the employee not be satisfied, then he/she could refer the matter✓ to the highest level of management.✓
- Minutes of this meeting should be filed/recorded✓ and the outcome/ decision must be recorded on the formal grievance form.✓
- Should the employee still not be satisfied, he/she may refer the matter✓ to the CCMA.✓
- If the employee is still not satisfied, he/she may refer the matter✓ to Labour Appeals Court who will make a final decision on the matter.✓
- Any other relevant answer related to the correct procedure on how to deal with grievances in the workplace.

NOTE: Accept the procedure in any order.

Max (8)

3.7 Ways to create an environment that stimulates creative thinking in the workplace

- Businesses must emphasise the importance of creative thinking to ensure that all staff know that their ideas will be heard.✓✓
- Encourage staff to come up with new ideas/opinions/solutions.✓✓
- Make time for brainstorming sessions to generate new ideas, e.g. regular workshops/follow up sessions to build on one another's ideas.✓✓
- Place suggestion boxes around the workplace and keep communication channels open for new ideas.✓✓
- Businesses should 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/Encourage a spirit of play and experimentation.✓✓



- Respond enthusiastically to all ideas and never let anyone feel less important. ✓✓
- Reward creativity with reward schemes for teams/individuals that come up with creative ideas. ✓✓
- Provide a working environment conducive to creativity, free from distractions. ✓✓
- Any other relevant answer related to ways in which businesses could create an environment that stimulates creative thinking in the workplace.



NOTE: The emphasis is on 'ways businesses could create an environment that stimulates creative thinking' not advantages.

Max

(6)

[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2.	4
3.3.1	2
3.3.2	4
3.4	6
3.5	6
3.6	8
3.7	6
TOTAL	40

MISCELLANEOUS TOPICS

QUESTION 4 A: MISCELLANEOUS TOPICS (EC/JUNE 2021)

BUSINESS VENTURES

4.1 Principles of insurance

- Indemnification ✓
- Security ✓
- Utmost good faith ✓
- Insurable interest ✓

NOTE: Mark the first THREE (3) only.

(3 x 1)

(3)

4.2 Investments

4.2.1 Simple interest (Kelly)

FORMULA: Interest = $P \times R \times T$ ✓

R5 000 x 12% x 2 years ✓ = R1 200 ✓

NOTE: 1. Allocate full marks (3) if the answer is correct and no workings are shown.

2. If workings were shown correctly, but the final answer is wrong, award a maximum of ONE (1) mark.

3. If there are no workings shown and the answer is incorrect, allocate a ZERO mark.

4.2.2 Compound interest (Keith)

Option 1

Year 1: R5 000 ✓ x 12% = R600 ✓

Year 2: R5 600 ✓ x 12% = R672 ✓

Total interest = R1 272 ✓

OR

Option 2

FORMULA: $P \times (1 + r)^n$ ✓



Max.

(3)

$$\begin{aligned}
 &R5\,000 \sqrt{\times (1+12/100)^2} \sqrt{} \\
 &R5\,000 \times (1,12)^2 = R6\,272 \sqrt{} \\
 &\text{Total interest} = R6\,272 - R5\,000 \\
 &= R1\,272 \sqrt{}
 \end{aligned}$$

NOTE: 1. Allocate full marks (4) if the answer is correct and no workings are shown.



2. If workings were shown correctly, but the final answer is wrong, award a maximum of THREE (3) marks.

3. If there are no workings shown and the answer is incorrect, allocate a ZERO mark.

Max. (4)

4.2.3 Better investment option

Keith $\sqrt{} /$ An investment on compounded/compound interest is better. $\sqrt{} (1)$

Motivation

Keith receives more interest/R72 more interest/has a higher return on his investment over 2 years/earns interest on interest accrued. $\sqrt{} (1)$

Max. (2)

4.3 Role of personal attitude in successful leadership

- Positive attitude releases $\sqrt{} /$ leadership potential. $\sqrt{} /$
- A leader's good/bad attitude $\sqrt{} /$ can influence the success/failure of the business. $\sqrt{} /$
- Leaders must know their strengths and weaknesses $\sqrt{} /$ to apply their leadership styles effectively. $\sqrt{} /$
- Great leaders understand that the right attitude $\sqrt{} /$ will set the right atmosphere. $\sqrt{} /$
- Leaders' attitude may influence $\sqrt{} /$ employees'/teams' thoughts/behaviour. $\sqrt{} /$
- Leaders should model the behaviour $\sqrt{} /$ that they want to see in team members. $\sqrt{} /$
- Successful leaders consider the abilities/skills of team members $\sqrt{} /$ to allocate tasks/roles effectively. $\sqrt{} /$
- Enthusiasm $\sqrt{} /$ produces confidence in a leader. $\sqrt{} /$
- A positive attitude is critical for good leadership $\sqrt{} /$ because good leaders will stay with the task regardless of difficulties/challenges. $\sqrt{} /$
- Successful employees and leaders have a constant desire to work $\sqrt{} /$ and achieve personal/professional success. $\sqrt{} /$
- Leaders with a positive attitude know $\sqrt{} /$ that there is always more to learn/space to grow. $\sqrt{} /$

Any other relevant answer related to the role of personal attitude in successful leadership.

Max. (8)

BUSINESS ROLES

4.4 Difficult personalities

4.4.1 Indecisive $\sqrt{} / \sqrt{} /$

4.4.2 Complainer $\sqrt{} / \sqrt{} /$

4.4.3 Aggressive $\sqrt{} / \sqrt{} /$

4.5 Importance of team dynamics theories in improving team performance

- Team dynamics theories explain how effective teams $\sqrt{} /$ work/operate. $\sqrt{} /$
- Businesses are able to allocate tasks $\sqrt{} /$ according to the roles of team members. $\sqrt{} /$
- Team members can maximise performance $\sqrt{} /$ as tasks are allocated according to their abilities/skills/attributes/personalities. $\sqrt{} /$
- Team members with similar strengths may compete for team tasks/



(2)

(2)

(2)

- responsibilities ✓ that best suit their abilities/competencies. ✓
- Theories assist team leaders to understand the personality types of team members ✓ so that tasks are assigned more effectively. ✓
- Conflict may be minimised ✓ when team members perform different roles. ✓
- Any other relevant answer related to the importance of team dynamic theories in improving team performance.

Max. (6)

4.6 **Strategies that businesses may introduce to deal with employees who abuse work time**

- Speak directly to those employees who abuse work time. ✓✓
- Code of conduct/ethics should contain clear rules about abuse of work time. ✓✓
- Conduct training on the contents of the code of conduct/ethics. ✓✓
- Code of conduct/ethics should be signed by all employees so that they are aware of its contents. ✓✓
- Monitor employees to ensure that tasks are completed. ✓✓
- Structure working hours in such a way that employees have free/flexible time for personal matters. ✓✓
- Create a culture of responsibility/strengthen team spirit in order for all employees to feel responsible for what has to be achieved. ✓✓
- Remind employees that profit will decrease resulting in fewer incentives/bonuses pay-outs. ✓✓
- Any other relevant answer related to strategies to deal with employees who abuse work time as an unethical/unprofessional business practice.

Max. (8)

(8)

[40]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	3
4.2.1	4
4.2.2	4
4.2.3	2
4.3	8
4.4	6
4.5	6
4.6	8
TOTAL	40

QUESTION 4 B: MISCELLANEOUS TOPICS (DBE SC/NSC /2020)

BUSINESS VENTURES

4.1 **Types of leadership theories**

- Situational leadership✓
- Transitional leadership✓
- Transformational leadership✓
- Leaders and followers✓

NOTE: Mark the first TWO (2) only.

(2 x 1)

(2)

4.2 **Types of preference shares for the statements**

- 4.2.1 Redeemable preference shares✓✓
- 4.2.2 Non-cumulative preference shares/Ordinary preference shares ✓✓
- 4.2.3 Participating preference shares✓✓

(6)

4.3 **Advantages of insurance for businesses**

- Transfers the risk from businesses/insured✓ to an insurance company/insurer.✓
- Transfer of risk is subject to the terms and conditions✓ of the insurance contract.✓
- Protects businesses against theft/loss of stock and/or damages✓ caused by natural disasters such as floods, storm damage✓, etc.
- Businesses will be compensated for insurable losses✓, e.g. destruction of property through fire.✓
- Businesses' assets, e.g. vehicles/equipment/buildings need to be insured✓ against damage and/or theft.✓
- Businesses are protected against the loss of earnings✓, e.g. strikes by employees which result in losses worth millions.✓
- Protects businesses✓ against dishonest employees.✓
- Life insurance can be taken on the life of partners in a partnership✓ to prevent unexpected loss of capital.✓
- Should the services of key personnel be lost due to accidents/death✓, the proceeds of an insurance policy can be paid out to businesses/beneficiaries.✓
- Replacement costs for damaged machinery/equipment are very high✓, therefore insurance can reduce/cover such costs.✓
- Protects businesses from claims made by members of the public for damages✓ that the business is responsible for.✓
- Protects businesses against losses✓ due to death of a debtor.✓
- Any other relevant answer related to the advantages of insurance for businesses.

Max

(4)

4.4 Presentation

4.4.1 Factors that must be considered when preparing for a presentation from the scenario

- He is fully conversant with the objectives of the presentation.✓
- Zama also created visual aids that will support and enhance his information.✓

NOTE: 1. Mark the first TWO (2) only.

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

(2 x 1)

(2)

4.4.2 Factors that must be considered while presenting

- Establish credibility by introducing yourself as the presenter at the start.✓✓
- Mention/Show the most important information first.✓✓
- Make the purpose/main points of the presentation clear at the start of the presentation.✓✓
- Use suitable section titles/headings/sub-headings/bullets.✓✓
- Zama should summarise the main points of the presentation to conclude the presentation.✓✓
- Stand in a good position/upright, where the audience can clearly see the presenter/presentation.✓✓
- Avoid hiding behind equipment.✓✓
- Do not ramble on at the start, to avoid losing the audience/their interest.✓✓
- Capture listeners' attention/Involve the audience with a variety of methods, e.g. short video clips/sound effects/humour, etc.✓✓
- Maintain eye contact with the audience.✓✓
- Be audible/loud and clear to all listeners/audience.✓✓
- Vary the tone of voice/tempo within certain sections to prevent monotony.✓✓
- Make the presentation interesting with visual aids/anecdotes/examples/Use

- visual aids effectively.✓✓
- Use appropriate gestures to emphasize certain points.✓✓
- Speak with energy and enthusiasm.✓✓
- Pace yourself/Do not rush or talk too slowly.✓✓
- Keep the presentation short and simple.✓✓
- Zama should conclude/end with a strong/striking ending that will be remembered.✓✓
- Ensure that the audience will leave with/take away specific information/benefits.✓✓
- Manage time effectively to allow time for questions.✓✓
- Any other relevant answer related to factors that Zama must consider while presenting.

Max (6)

BUSINESS ROLES

4.5 Social rights of employees in the workplace

- Access to clean water/Social security ✓
- Education✓
- Protection✓
- Health care✓

NOTE: Mark the first THREE (3) only.

(3 x 1) (3)

4.6 Communication as criteria for successful team performance

- A clear set of processes/procedures for team work✓ ensures that every team member understands his/her role.✓
- Efficient/Good communication between team members✓ may result in quick decisions.✓
- Quality feedback improves✓ the morale of the team.✓
- Open/Honest discussions lead✓ to effective solutions of problems.✓
- Continuous review of team progress ensures that team members can rectify mistakes/act pro-actively✓ to ensure that goals/targets are reached.✓
- Any other relevant answer related to communication as one of the criteria for successful team performance.

Max (4)

4.7 Problem-solving and creative thinking

4.7.1 Problem-solving technique from the scenario

Force field analysis✓✓ (2)

Motivation

They asked employees to evaluate the advantages and disadvantages of the proposed change.✓ (1)

NOTE: 1. Award marks for the problem-solving technique even if the quote is incomplete.

2. Do not award marks for the motivation if the problem-solving technique was incorrectly identified.

Max (3)

4.7.2 Advantages of creative thinking in the workplace

- Better/Unique/Unconventional ideas/solutions✓ are generated.✓
- May give the business a competitive advantage✓ if unusual/unique solutions/ideas/strategies are implemented.✓
- Complex business problems✓ may be solved.✓
- Productivity increases✓ as management/employees may quickly generate multiple ideas which utilises time and money more effectively.✓

- Managers/Employees have more confidence✓ as they can live up to their full potential.✓
- Managers will be better leaders✓ as they will be able to handle/manage change(s) positively and creatively.✓
- Managers/Employees can develop a completely new outlook✓, which may be applied to any task(s) they may do.✓
- Leads to more positive attitudes✓ as managers/employees feel that they have contributed towards problem solving.✓
- Improves motivation✓ amongst staff members.✓
- Managers/Employees have a feeling of great accomplishment✓ and they will not resist/obstruct the process once they solved a problem/contributed towards the success of the business.✓
- Management/employees may keep up✓ with fast changing technology.✓
- Stimulates initiative from employees/managers✓, as they are continuously pushed out of their comfort zone.✓
- Creativity may lead to new inventions✓ which improves the general standard of living.✓
- Any other relevant answer related to the advantages of creative thinking in the workplace.

Max

(4)

4.8 **Dealing with unemployment as a socio-economic issue**

- Provide skills development programmes through learnerships.✓✓
- Offer bursaries to the community to improve the level of education.✓✓
- Create jobs for members of the community.✓✓
- Provide entrepreneurial programmes that can promote self-employment.✓✓
- Support government/stakeholders' initiatives/small businesses in addressing issues of unemployment. ✓✓
- Any other relevant answer related to ways in which businesses could deal with unemployment as a socio-economic issue.

Max

(6)

[40]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	2
4.2	6
4.3	4
4.4.1	2
4.4.2	6
4.5	3
4.6	4
4.7.1	3
4.7.2	4
4.8	6
TOTAL	40

QUESTION 4 C: MISCELLANEOUS TOPICS (DBE EXEMPLAR SC/NSC /2020)

4.1 **Types of business investment opportunities**

4.1.1 Fixed deposit✓✓

4.1.3 Shares✓✓

4.2 **Factors that should be considered when preparing for a presentation**

- Clear purpose/intentions/objectives and main points of the presentation. ✓✓
- Main aims captured in the introduction/opening statement of the presentation.✓✓
- Information presented should be relevant and accurate. ✓✓

(4)

- Fully conversant with the content/objectives of the presentation.√√
- Background/diversity/size/pre-knowledge of the audience to determine the appropriate visual aids.√√
- Prepare a rough draft of the presentation with a logical structure/format with an introduction, body and conclusion.√√
- The conclusion must summarise the key facts and how it relates to the objectives/shows that all aspects have been addressed.√√
- Create visual aids/graphics that will consolidate the information/facts to be conveyed to the board of directors.√√
- Find out about the venue for the presentation, e.g. what equipment is available/appropriate/availability of generators as backup to load shedding.√√
- Consider the time frame for presentation, e.g. fifteen minutes allowed.√√
- Rehearse to ensure a confident presentation/effective use of time management.√√
- Prepare for the feedback session, by anticipating possible questions/comments.√√
- Any other relevant answer related to factors that should be considered when preparing for a presentation.

NOTE: Mark the first TWO (2) only.

(2 x 2)

(4)

4.3 Return on investment as a factor to consider when making investment decisions

- Refers to income from the investment√, namely interest/dividends/increased capital growth on the original amount invested.√
- The return should be expressed as net after-tax gains√ on the investment.√
- High risk investments√ yield higher returns.√
- Generally, there will be a direct link√ between risk and return.√
- Returns can be in the form of capital gains√ where the asset appreciates in value over time.√
- The net after-tax return√ should be higher than the inflation rate.√
- Any other relevant answer related to return on investment as a factor that may be considered when making investment decisions.

Max

(4)

4.4 Differences between leadership and management

LEADERSHIP	MANAGEMENT
- Influences human behaviour.√	- Guides human behaviour.√
- Communicates by means√ of interaction/behaviour/vision/values/charisma.√	- Communicates through management functions√, e.g. line function√
- Encourages new ideas√ to increase productivity.√	- Administers plans/programs/tasks√ to reach targets.√
- Focuses on what√ and why√	- Focuses on how√ and when.√
- Does the right things.√	- Does things right.√
- Focuses on the horizon√ to take long-term decisions.√	- Focuses on the bottom line to take√ short-/medium-/long-term decisions.√
- Leaders are born√ with natural/instinctive leadership skills.√	- A person becomes a manager because he/she is appointed√ in the position/trained/qualified.√
- Guides/Leads people to√ become active participants.√	- Manages the process of getting things done√ by exercising authority.√
- Have power/influence√ because of his/her knowledge/intelligence/skills.√	- Have power/authority√ because of the position into which they are appointed.√

- Always trying to find more efficient ways✓ of completing tasks.✓	- Enforce rules on subordinates✓ to ensure that tasks are completed.✓
- Motivational/Inspirational✓ in their approach. ✓	- Instructional✓ in their approach.✓
- People orientated. ✓	✓ - Task orientated. ✓
- Lead by ✓ example/trust/respect. ✓	- Manage ✓ by planning/organising/leading/ control. ✓
- Any other relevant answer related to leadership.	- Any other relevant answer related to management.
Submax. (4)	Submax. (2)

NOTE: 1. The answer does not have to be in a tabular format.

2. The differences do not have to link, but must be clear.

3. Award a maximum of FOUR (4) marks if the differences are not clear/Mark either leadership or management only.

Max (8)

BUSINESS ROLES

4.5 Stages of team development

4.5.1 Storming✓✓

4.5.2 Performing stage/Working as a team towards a goal✓✓

4.5.3 Forming✓✓

(6)

4.6 Ways in which businesses could contribute time and effort in improving the well-being of employees

- Pay fair wages/salaries to the workers✓ based on the nature of their work/the prevailing economic conditions in the market.✓
- Pay fair bonuses, based on business earnings✓, as acknowledgement for hard work and commitment.✓
- Offer financial assistance in the case of any hardship✓ caused by unexpected medical costs.✓
- Working conditions✓ should include safety/medical/canteen facilities/ benefits like housing/leave/retirement✓ etc.
- Offer annual✓ physical/medical assessments to workers.✓
- Make trauma debriefing/counselling/assistance available to any employee✓ who requires these services.✓
- Offer support programmes✓ for employees infected and affected by HIV/Aids.✓
- Start a nutritional programme✓ so that employees can enjoy one meal per day to keep them in a healthy condition.✓
- Encourage employees to stay fit and healthy by getting them involved in health activities✓ to minimise stress/substance abuse/obesity.✓
- Provide recreational facilities✓ for employees.✓
- Provide for employees' participation in decision making✓ that affects them.✓
- Allow flexible working hours✓ to enhance productivity.✓
- Make childcare facilities available✓ on the premises for working mothers in the business.✓
- Give time to staff✓ to get involved in projects they choose✓/Allow staff to use some of the working hours✓ to participate in the projects of their choice.✓
- Provide transport for employees✓ who work unusually long hours.✓
- Establish coaching and mentoring programmes✓ for junior employees.✓
- Conduct team-building sessions✓ to improve employees' morale.✓
- Encourage employees✓ to attend capacity-building workshops/training programmes/staff-development programmes/team-development programmes.✓

- Any other relevant answer related to ways in which businesses could contribute time and effort in improving the well-being of employees.

Max (6)

4.7.1 Roles of the health and safety representatives from the scenario

- They will be responsible for checking the effectiveness of LCM's health and safety measures. ✓
- They should also identify potential dangers in the workplace. ✓



NOTE: 1. Mark the first TWO (2) only.

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

(2 x 1) (2)

4.7.2 Other roles of health and safety representatives in the workplace

- Investigate incidents/complaints from workers about health and safety. ✓✓
- Initiate/Promote/Maintain/Review measures for ensuring the health and safety of the workers. ✓✓
- Attend to any formal inquiry/investigation into an accident/health related incident in the workplace. ✓✓
- Ensure that protective clothing is provided /available to all workers. ✓✓
- Ensure that all equipment that is necessary to perform work are provided/ maintained regularly. ✓✓
- Promote safety training so that employees may avoid potential dangers/act pro-actively. ✓✓
- Ensure that dangerous equipment is used under the supervision of trained/qualified workers. ✓✓
- Ensure that workers' health and safety is not endangered by hazards resulting from production/processing/storage/transportation of material/equipment. ✓✓
- Co-operate with the employer to investigate any accidents/complaints from the workers concerning health and safety in the workplace. ✓✓
- Ensure that employers comply with COIDA. ✓✓
- Any other relevant answer related to the other roles of health and safety representatives in the workplace.

NOTE: Do not award marks for responses quoted in QUESTION 4.7.1.

Max (6)

[40]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	4
4.2	4
4.3	4
4.4	8
4.5	6
4.6	6
4.7.1	2
4.7.2	6
TOTAL	40



13. SECTION C

SECTION C: Consists of TWO questions. Answer any ONE of the two questions in this section

TIPS ON HOW TO ANSWER SECTION C QUESTIONS

- Your answer should have: Introduction, Body and Conclusion

INTRODUCTION

- Introduction is based on the four bullets of the essay question
- Two sentences are expected on the introduction

BODY

- Answer all the FOUR bullets that are in the question.
- Your FOUR bullets are your Sub- heading and must be underlined
- Answers in full sentences
- Your answers must be in bullets not in paragraphs
- Use recent and relevant examples
- Do not repeat facts written in the Introduction in the Body

CONCLUSION

- One full sentence is expected on the Conclusion.
- Do not repeat facts from the Introduction and Body in your Conclusion

BUSINESS VENTURES

QUESTION 1 BUSINESS VENTURES (FORMS OF OWNERSHIP AND INVESTMENT) (DBE SC/NSC /2020)

The criteria for the success or failure of private companies are more appealing than that of partnerships. Many partnerships convert to private companies so that they can benefit from these criteria. Some businesses consider the investment factors before investing in fixed deposits.

Write an essay on forms of ownership and investment in which you include the following aspects:

- Outline the disadvantages of a partnership.
- Explain how the following criteria could contribute to the success and/or failure of a private company:
- Discuss FOUR factors that should be considered when making investment decisions.
- Advise businesses on the impact of fixed deposits as a form of investment.

[40]

QUESTION 2: BUSINESS VENTURES (INVESTMENTS AND FORMS OF OWNERSHIP) (DBE EXEMPLAR SC/NSC /2020)

Peter and Teko are partners in P & T Consultancy. They are considering investing their surplus funds in the RSA retail savings bonds/Government retail bonds and also in preference shares of companies listed on the JSE.

Keeping the above scenario in mind, write an essay on investments and forms of ownership in which you include the following aspects:

- Outline the functions of the JSE.

- Describe FOUR types of preference shares.
- Evaluate the impact of the RSA retail savings bonds/Government retail bonds on investors.
- Advise Peter and Teko on how the following factors could contribute to the success and/or failure of their partnership:
 - Management
 - Legislation

[40]

QUESTION 3: BUSINESS VENTURES (PRESENTATION) (EC/SEPTEMBER 2020)

Lindy, CEO of African Minerals Ltd, is planning to make a presentation at a business conference. She prepares PowerPoint slides and handouts to support her presentation. She is not a public speaker and lacks confidence in answering questions from the audience.

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

- Outline the aspects that Lindy should consider when designing a multimedia presentation.
- Explain the factors that Lindy should keep in mind while presenting.
- Discuss the advantages of PowerPoint slides and handouts as types of visual aids.
- Advise Lindy on how to respond to questions after the presentation.

[40]

QUESTION 4 BUSINESS VENTURES (PRESENTATION AND INSURANCE)

(NSC DBE/NOVEMBER 2019)

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

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

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

[40]

QUESTION 5 BUSINESS VENTURES (INVESTMENT AND PRESENTATION)

(SCE/NSC JUNE DBE/2019)

Mario, a financial consultant, made a presentation on ordinary and preference shares. The presentation also addressed factors that need to be considered when making investment decisions. Mario received negative feedback from the audience on his presentation.

Write an essay on investments and presentations 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:
 - Risk
 - Taxation
 - Investment period
- Explain to Mario the factors that he should consider during a presentation.
- Recommend ways in which Mario can improve on his next presentation.

[40]

QUESTION 6: BUSINESS VENTURES (MANAGEMENT AND LEADERSHIP)

(DBE/NOVEMBER 2018)

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

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

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

[40]

BUSINESS ROLES

QUESTION 7: BUSINESS ROLES (HUMAN RIGHTS, INCLUSIVITY AND ENVIRONMENTAL ISSUES) (DBE SC/NSC /2020)

Businesses are required to respect the economic 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 the economic rights of employees 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:
 - Gender
 - Disability.

[40]

QUESTION 8: BUSINESS ROLES (ETHICS AND PROFESSIONALISM)

(DBE EXEMPLAR SC/NSC /2020)

According to the King Code principles, businesses are expected to conduct their operations in an ethical and professional manner. Many businesses develop strategies to address unethical business practices remain competitive and sustainable.

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

- Elaborate on the meaning of ethical behaviour.
- Explain how the following unethical business practices can pose a challenge to businesses:
 - Unfair advertising
 - Pricing of goods in rural areas
 - Taxation/Tax evasion
- Advise businesses on how they could apply accountability and transparency as King Code principles for good corporate governance.
- Suggest ways in which professional, responsible, ethical and effective business practice should be conducted.

[40]

QUESTION 9: BUSINESS ROLES (SOCIAL RESPONSIBILITY, CSR AND CSI)

(EC/SEPTEMBER 2020)

South Africa is facing many socio-economic issues that affect all its citizens. Many businesses are trying to solve these challenges by investing their time, money and skills in social programmes through corporate social investment (CSI). Corporate social responsibility encourages businesses to meet the requirements of the triple bottom line.

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

- Outline the purpose of CSI.
- Explain the link between social responsibility and triple bottom line.
- Evaluate the impact of CSI on businesses.
- Suggest ways in which businesses can contribute time and effort in improving the well-being of employees.

[40]

QUESTION 10:) BUSINESS ROLES (TEAM PERFORMANCE AND CONFLICT MANAGEMENT) (NSC DBE/NOVEMBER 2019)

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

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

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

[40]

QUESTION 11: BUSINESS ROLES (PROFESSIONALISM AND ETHICS)

(SCE/NSC 2019)

According to the King Code principles, businesses are expected to conduct their operations in a professional and ethical manner. Many businesses develop strategies to address unethical business practices to remain competitive and sustainable.

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

- Elaborate on the meaning of ethics in the workplace.
- Explain how the following unethical/unprofessional business practices can pose a challenge to businesses:
 - Sexual harassment
 - Abuse of work time
 - Tax evasion/Taxation
- Recommend ways in which businesses can deal with EACH unethical/unprofessional business practice mentioned above.
- Advise businesses on how they can apply accountability and transparency as King Code principles for good corporate governance.

[40]

QUESTION 12: BUSINESS ROLES (ECONOMIC RIGHTS AND ENVIRONMENTAL ISSUES) (SCE/DBE 2018)

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

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

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

[40]

16. SOLUTIONS TO SECTION C QUESTIONS

BUSINESS VENTURES

QUESTION 1 BUSINESS VENTURES (FORMS OF OWNERSHIP AND INVESTMENT) (DBE SC/NSC /2020)

1.1

Introduction

- The A partnership has two or more partners that share the responsibilities and management of the business.✓
- Entrepreneurs should conduct research on the criteria that contributes to the success and/or failure of a private company.✓

- Investors have a range of investment opportunities to choose from.✓
- Investors should have sound knowledge of the factors that must be considered when making investment decisions.✓
- A fixed deposit is one of the investment opportunities that enable a business to seize business opportunities. ✓
- Any other relevant introduction related to disadvantages of a partnership/criteria that could contribute to success and/or failure of a private company /investment decisions/ impact of fixed deposits.



Any (2 x 1) (2)

1.2

Disadvantages of a partnership

- A partnership has unlimited liability as partners' personal belongings can be sold to pay off debts.✓✓
- Each partner is legally responsible for the joint liability of the partnership.✓✓
- Different personalities and opinions of partners can lead to conflict or disagreements.✓✓
- Partners might not all contribute equally.✓✓
- Loss in profits and stability of the business can occur if a partner resigns/ dies/loses interest in the partnership or is declared bankrupt.✓✓
- There can be lack of capital and cash flow.✓✓
- The partnership has limited/lack of continuity, as a new partnership must be formed when a partner dies/leaves.✓✓
- The wrongful actions of one partner will affect all other partners/ Partners serve as agents for a partnership and bind all other partners through their actions✓✓
- If the profits of the partnership are too big, the partners may end up paying high income tax in their personal capacity. ✓✓
- Decision making can be delayed as all parties should be consulted/In a larger partnership, partners may struggle to agree on business issues. ✓✓
- Profits are divided between partners according to their partnership agreement and not according to income generated. ✓✓
- Any other relevant answer related to the disadvantages of a partnership.



Max (10)

1.3

Criteria contributing to the success and/or failure of a private company

1.3.1	SUCCESS FACTORS FACTORS	AND/OR FAILURE
	- Shareholders can vote for/appoint✓ the most capable directors to manage their company.✓	- Some shareholders may not exercise their voting rights✓ resulting in choosing the wrong person as a director.✓




	-Managed by at least one competent✓ highly skilled director.✓	- Directors may sometimes act in their own interest✓, not in the company's best interest/ which can hamper growth and profit maximisation✓
		- Director's fees increase the company's expenses✓ which reduces the net profit. ✓
	-Any other relevant answer related to the contribution of management to the success of a private company.	- Any other relevant answer related to the contribution of management to the failure of a private company.

Sub max (4)

1.3.2	SUCCESS FACTORS	AND/OR FAILURE FACTORS
	- Procedures to form a private company✓ have been simplified by the new Companies Act 71 of 2008.✓	- Formation procedures are time consuming /complicated/ expensive✓, as many legal documents need to be prepared/submitted.✓
	-Limited liability allows for greater risk taking✓, which may lead to growth of the business.✓	- High formation/establishment expenses✓ require a large start-up capital.✓
	- Auditing of financial statements (if required)✓, gives shareholders the assurance that the business is being properly managed and supports raising additional finance.✓	- Annual audit of financial statements (if required)✓ is costly.✓
	- There is no longer a limit✓ on the number of shareholders in a private company.✓	-f a private company does not comply with legislation✓, its licence maybe withdrawn by the Companies and Intellectual Property Commission (CIPC).✓
	- A private company can benefit from government programmes✓ if they comply with the relevant legislation.✓	-Directors' fees increase the company's expenses ✓ which reduces the cash flow/net profit. ✓
	- Personal liability of shareholders✓ does not affect the company's assets. ✓	
	- Companies which comply with legislation✓ build a positive image/may attract investors. ✓	
	Continuity of existence✓ due to the legal personality of the company. ✓	
	-Any other relevant answer related to the contribution of legislation to the success of a private company.	- Any other relevant answer related to the contribution of legislation to the failure of a private company.

Sub max (4)

1.3.3	SUCCESS FACTORS	AND/OR FAILURE FACTORS
	-Large amount of capital can be raised✓ since there is no limit on the number of shareholders.✓	-It cannot grow into a very large business✓ since it cannot invite the public to buy shares.✓
	- The company can access long term capital✓ and therefore has good long term growth opportunities.✓	-Restrictions on transferability of shares✓ may not attract financially strong investors.✓
	-Even though shares are not freely transferable✓, large private companies can raise considerable amount of capital.✓	-Large amount of capital cannot be obtained✓ as capital contribution is only limited to private shareholders.✓
	-Any other relevant answer related to the contribution of capital to the success of a private company.	- Any other relevant answer related to the contribution of capital to the failure of a private company.

Sub max (4)

NOTE: 1. The answer does not have to be in tabular format.
2. Mark either success AND/OR failure of EACH factor.
Max (12)

1.4

Factors to be considered when making investment decisions

Return on Investment (ROI) ✓✓

- Refers to income from the investment✓, namely interest/dividends/increased capital growth on the original amount invested.✓
- The return should be expressed as net after-tax gains✓ on the investment.✓
- High risk investments ✓ yield higher returns.✓
- Generally, there will be a direct link✓ between the risk and the return.✓
- Returns can be in the form of capital gains✓ where the asset appreciates in value over time.✓
- Any other relevant answer related to return on investment as a factor to be considered when making investment decisions.

Factor (2)

Discussion (2)

Submax (4)

Risk✓✓

- Refers to the chance that the invested amount may be reduced in value/lost in total over a period of time✓, due to unforeseen circumstances.✓
- The higher the potential return✓, the higher the risk of a potential loss.✓

- Investing in shares has a higher risk✓ than investing in a fixed deposit.✓
- Shares have low/medium risk✓ over a longer investment period. ✓
- Shares with higher risks ✓ have a greater potential for higher returns. ✓
- Ordinary shares have the highest risk✓ as the investor may lose the full/part of the investment when the company is dissolved/bankrupt/liquidated. ✓
- Preference shareholders' risk is lower✓, as they have preferential claims on the assets of the liquidated company/may receive some compensation before ordinary shareholders. ✓
- Share prices are linked to factors such as economic conditions/operational success of the company✓ which investors cannot always control. ✓
- Share prices are volatile/unstable/unpredictable/may increase/decrease sharply within hours✓ which contribute to the uncertainty of the value of an investment in shares on the short term. ✓
- Any other relevant answer related to risk as a factor to be considered when making investment decisions.



Factor (2)
Discussion (2)
Submax (4)

Liquidity✓✓

- An amount could be invested in a type of investment✓ that can easily be converted to cash.✓
- It is used to describe the ease and speed✓ with which investors can convert an investment into cash.✓
- Example: An investment in a savings account/unit trust will be easier to convert into cash✓ than an investment in a fixed deposit which is usually deposited for a fixed period of time.✓
- Any other relevant answer related to liquidity as a factor to be considered when making investment decisions

Factor (2)
Discussion (2)
Submax (4)

Taxation✓✓

- Refers to a compulsory payment✓ made by citizens to the government. ✓
- A good investment✓ will yield good after-tax returns.✓
- Income tax implications must be considered✓ in order to ensure a high net aftertax return.✓
- Tax rates are not necessarily the same✓ for different investments.✓
- Any other relevant answer related to taxation as a factor to be considered when making investment decisions.

Factor (2)
Discussion (2)
Submax (4)



Inflation rate✓✓

- Investors/People are affected by a high inflation rate✓, because their money/purchasing power decreases.✓
- The return on investment should be higher✓ than the inflation rate. ✓
- Inflation has a positive effect on some investments✓ such as property/shares where the income will increase as inflation increases. ✓
- Any other relevant answer related to inflation rate as a factor to be considered when making investment decisions.



Factor (2)
Discussion (2)
Submax (4)

Investment term/period✓✓

- This refers to the duration of the investment✓ which may influence the return on investment.✓
- It can be short/medium/long term✓ depending on the nature of an investment option.✓
- The investment period will depend✓ on an investor's personal needs/goals. ✓
- The longer the investment period✓ the higher the returns. ✓
- Short term investments enable investors to access✓ their money on a short period if needed. ✓
- Any other relevant answer related to investment term/period as a factor to be considered when making investment decisions.

Factor (2)
Discussion (2)
Submax (4)

NOTE: Mark the first FOUR (4) only.

Max (16)

1.5

Impact of fixed deposits as a form of investment

Positives/Advantages

- Interest is earned at a fixed rate regardless of changes in the economic climate.✓✓
- The period of investment can be over a short/medium/long term.✓✓
- Ensures financial discipline as investors cannot withdraw their funds before the maturity date.✓✓
- Investors can choose the investment period that suits them.✓✓
- Investors earn a better return on investment than on an ordinary savings account.✓✓
- The principal amount plus interest earned is paid out on the maturity date.✓✓
- It has a low risk as investors are guaranteed of the final payment.✓✓
- The higher the principal amount/The longer the investment period, the higher the interest rate offered by a financial institution.✓✓
- Any other relevant answer related to the positive impact/advantages of fixed deposits as a form of investment.



AND/OR

Negatives/Disadvantages

- The investor cannot withdraw their funds before the maturity date.✓✓
- May not outperform the effect of inflation over the long term.✓✓
- Low return compared to other investments.✓✓
- Any other relevant answer related to the negative impact/disadvantages of fixed deposits as a form of investment.

Max (8)

1.6

Conclusion

- The partners should make the correct decisions in running the partnership in order to protect their personal possessions.✓✓
- The directors of a private company should keep abreast of the latest legislation on the management of companies.✓✓
- Choosing an investment opportunity should be informed by research findings on the investment decision factors. ✓✓
- Businesses should invest surplus funds in fixed deposits for expansion/unexpected expenses.✓✓
- A business that is managed successfully will make a number of investments over a period of time. ✓✓
- Any other relevant conclusion related to disadvantages of partnership/criteria that contribute to success and/or failure of a private company /investment decisions/impact of fixed deposits.

Any (1 x 2)

(2)

[40]

QUESTION 1: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Disadvantages of a partnership	10	
Criteria contributing to the success and/or failure of a private company: ○ Management ○ Legislation ○ Capital	12	
Implications of: ○ Management control ○ Ownership • Enterprise and supplier development	18	
Factors to consider when making an investment decision	16	
Impact of fixed deposits	8	
Conclusion	2	8
INSIGHT		
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if some requirements are met.
Allocate 0 marks where requirements are not met at all

QUESTION 2: BUSINESS VENTURES (INVESTMENTS AND FORMS OF OWNERSHIP) (DBE EXEMPLAR SC/NSC /2020)

2.1

Introduction

- The JSE is a formal market comprising of all the public companies that have been listed.✓
- Various services are offered to listed companies by the JSE.✓
- Preference shares can be considered as a viable investment option as investors have various options to choose from.✓
- The National Treasury of South Africa issues RSA Retail Savings Bonds/ Government Retail Bonds to the general public.✓
- A partnership is formed by a minimum of two partners and the maximum number is unlimited.✓
- Any other relevant introduction related to the JSE/types of preference shares/RSA Retail Savings Bonds/Government Retail Bonds/factors contributing to success/failure of a partnership.

Any (2x1)

(2)

2.2

Functions of the JSE

- Gives opportunities to financial institutions such as insurance companies to invest their funds in shares.✓✓
- Serves as a barometer/indicator of economic conditions in South Africa.✓✓
- Keeps investors informed on share prices by publishing the share prices daily.✓✓
- Acts as a link between investors and public companies.✓✓
- Shares are valued and assessed by experts.✓✓
- Small investors are invited to take part in the economy of the country through the buying/selling of shares.✓✓
- Venture capital market is made available on the open market.✓✓
- Orderly market for securities serves as a disciplined market for securities.✓✓
- Mobilises the funds of insurance companies and other institutions.✓✓
- Raises primary capital by encourages new investments.✓✓
- Regulates the market for dealing with shares.✓✓
- Plans, researches and advises on investment possibilities.✓✓
- Ensures that the market operates in a transparent manner.✓✓
- Encourages short-term investment by providing protection for investors.✓✓
- Facilitates electronic trading of shares/STRATE.✓✓
- Any other relevant answer related to the functions of the Johannesburg Securities Exchange (JSE).

Max

(10)

2.3

Types of preference shares

Participating preference shares✓✓

Shareholders:

- are guaranteed minimum✓ fixed dividends.✓
- are entitled to share in any✓ surplus company profits.✓
- receive higher dividends✓ when the company performs well.✓
- have preferential rights over ordinary shares✓ on repayment when the company closes down.✓
- Any other relevant answer related to participating preference shares.

Identification (2)

Description (2)

Submax (4)

Non-participating preference shares✓✓

Shareholders:

- receive an amount equal to the initial investment✓ plus accrued and unpaid dividends upon liquidation.✓
- do not have right to participate in profits✓ after equity shareholders have been paid a dividend.✓
- will not get extra dividend✓ in case of surplus profits.✓
- entitled to receive only a fixed rate of dividend✓ every year.✓
- Any other relevant answer related to non-participating preference shares.

Identification (2)

Description (2)

Submax (4)

Cumulative preference shares✓✓

- Shareholders are compensated for past dividends that were not paid out✓ when profits were too low to declare dividends✓/Receive dividends not✓ previously paid out.✓
- Any other relevant answer related to cumulative preference shares.

Identification (2)

Description (2)

Submax (4)

Non-cumulative preference shares✓✓

- Shareholders are not compensated for past dividends✓ that were not paid out when profits were low.✓
- Any other relevant answer related to non-cumulative preference shares.

Identification (2)

Description (2)

Submax (4)

Redeemable preference shares✓✓

- Shares can be redeemed/bought back at the option of the issuing company✓, either at a fixed price on a specified date/over a certain period of time.✓
- Any other relevant answer related to redeemable preference shares.



Identification (2)

Description (2)

Submax (4)

Non-redeemable preference shares✓✓

- Shares are only bought back when the company closes down✓ for reasons other than bankruptcy.✓
- Any other relevant answer related to non-redeemable preference shares.

Identification (2)

Description (2)

Submax (4)

Convertible preference shares✓✓

- Shares can be converted into a predetermined number of ordinary shares✓ on the date specified when the preference shares were issued.✓
- Any other relevant answer related to convertible preference shares.

Identification (2)

Description (2)

Submax (4)

Non-convertible preference shares✓✓

- Shares cannot be converted✓ into ordinary shares.✓
- Any other relevant answer related to non-convertible preference shares.

Identification (2)

Description (2)

Submax (4)

NOTE: Mark the first FOUR (4) only.

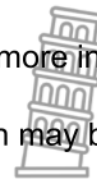
Max (16)

2.4

Impact of RSA Retail Savings Bonds/Government Retail Bonds on investors

Positive/Advantages

- Guaranteed returns✓, as interest rate is fixed for the whole investment period.✓
- Interest rates are market related ✓ and attract more investors.✓
- Interest can be received✓ twice a year.✓
- Investment may be easily accessible✓, as cash may be withdrawn after the first twelve months.✓
- Low risk/Safe investment✓, as it is invested with the South African Government which cannot be liquidated.✓



- It is an affordable type of investment✓ for all levels of income earners including pensioners.✓
- Retail bonds are easily/conveniently obtained✓ electronically/from any Post Office/directly from National Treasury.✓
- No charges/costs/commissions payable✓ on this type of investment.✓
- Interest is usually higher✓ than on fixed deposits.✓
- Retail bonds are listed✓ on the capital bond markets/on the JSE.✓
- Investors younger than 18 years/Minors may invest with the help of a legal guardian✓, which encourages saving from a young age.✓
- Any other relevant answer related to the positive impact/advantages of RSA Retail Savings Bonds/Government Retail Bonds on investors.

AND/OR

Negatives/Disadvantages

- Retail bonds cannot be ceded to banks✓ as security for obtaining loans.✓
- A minimum of R1 000 must be invested✓, which may be difficult for some small investors to accumulate.✓
- Retail bonds are not freely transferable✓ amongst investors.✓
- Investors need to have valid SA identification/should be older than 18 years✓ which may discourage foreigners/young people to invest.✓
- Penalties are charged for early withdrawals✓, if the savings is less than 12 months old.✓
- Any other relevant answer related to the negative impact/disadvantages of RSA Retail Savings Bonds/Government Retail Bonds on investors.

Max (12)

2.5

Success and/or failure factors of a partnership

2.5.1	SUCCESS	AND/OR	FAILURE
Management	- Peter and Teko should be actively involved in management and may use the ideas of other partners.✓✓	- Decision making can be time consuming as Peter and Teko have to be in agreement.✓✓	
	- They should have access to each other's expertise when difficult decisions have to be made.✓✓	- Some management tasks may be neglected, as one partner may leave it to others to complete.✓✓	
	- Peter and Teko should decide who will be actively involved in management or rather appoint a competent manager.✓✓	- Peter and Teko may disagree on how to run the partnership, which may lead to tension between them.✓✓	
		- They are agents of the partnership and a bad management decision of a partner may be forced onto others.✓✓	
		Different personalities/opinions could lead to conflict/ disagreements.✓✓	

	- Any other relevant answer related to the contribution of management to the success of a partnership	Any other relevant answer related to the contribution of management to the failure of a partnership.
	Submax (4)	
	SUCCESS	AND/OR
	FAILURE	
2.5.2	- Easy and cheap to establish, as partners must draw up partnership agreement.✓✓	- Peter and Teko have unlimited liability as they are jointly and severally liable for the debts of the partnership.✓✓
Legislation	- Peter and Teko should be motivated to make a success because their personal possessions are at risk.✓✓	- If one partner dies or retires, the remaining partner needs to draw up a new agreement.✓✓
	- No regulatory requirements regarding the name of the business.✓✓	- Oral agreements between Peter and Teko can cause conflict between partners.✓✓
	- Only subjected to the provisions of the Income Tax Act as compared to companies.✓✓	- A partnership is not a legal entity and cannot sue or be sued.✓✓
	-Any other relevant answer related to the contribution of legislation to the success of a partnership.	- Any other relevant answer related to the contribution of legislation to the failure of a partnership.
	Submax (4)	

NOTE: 1. The answer does not have to be in tabular format.

2. Mark either success AND/OR failure of EACH factor

Max (8)

2.6

Conclusion

- Listed companies on the JSE will get more exposure to possible investors.✓✓
- Businesses should invest extra cash to generate more income rather than leaving it in the businesses' current account.✓✓
- Dividends paid out on preference shares will attract more people to invest in a company.✓✓
- Anyone can invest in RSA Retail Savings Bonds as it only requires a minimum amount of one thousand rand.✓✓
- Various factors must be considered before choosing a form of ownership.✓✓
- Any other relevant conclusion related to the JSE/types of preference shares/RSA Retail Savings Bonds/Government Retail Bonds/factors contributing to success/failure of a partnership.

Any (1 x 2)

(2)

[40]

QUESTION 2: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	
Functions of the JSE	10	
Types of preference shares	16	



Impact of RSA Retail Savings Bonds/Government Retail Bonds.	12	Max 32
Factors contributing to the success and/or failure of a partnership: <ul style="list-style-type: none"> ○ Management ○ Legislation 	8	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all

QUESTION 3: BUSINESS VENTURES (PRESENTATION)

(EC/SEPTEMBER 2020)

3.1

Introduction

- The purpose of a presentation is to exchange information as it involves speaking and listening for both the presenter and the audience. ✓
- An effective presentation is one in which the desired outcome is achieved. ✓
- Various factors need to be considered when designing a multimedia presentation to make it effective/eye-catching/memorable. ✓
- PowerPoint enables the presenter to elaborate on important facts. ✓
- Handouts are presented in a booklet/sheet of paper on which information is shown. ✓
- - When responding to audience questions/remarks, the presenter should not be aggressive/defensive. ✓
- Any other relevant introduction related to the aspects that should be considered when designing a multimedia presentation / factors kept in mind while presenting/ advantages of PowerPoint and handouts as types of visual aids/ how to respond to questions after the presentation.

Any 2 x 1)

(2)

3.2

Aspects of designing a multimedia presentation

- Start with the text which forms the basis of the presentation.
- Select the background to complement/enhance the text.
- Choose images that may help to communicate the message.
- Include/Create graphics to assist the information which is conveyed.
- Add special effects/sound/pictures/animation to make it interesting for the audience.



- Create hyperlinks to allow quick access to other files/documents/video clips.
- Use legible font and font size so that it is easy to see/read.
- Keep slides/images/graphs/font simple by not mixing different styles/colours.
- Make sure there are no language and spelling errors.
- Use bright colours to increase visibility.
- Structure information in a logical sequence so that the audience can easily follow the content of the presentation.
- Limit the information on each slide by using key words and not full sentences.

Max. (10)

3.3

Factors to be considered while/during presentation

- Lindy should establish credibility✓ by introducing herself at the beginning of the presentation. ✓
- Do not ramble on at the start ✓ to avoid losing the audience/their interest. ✓
- Stand in a good position/upright ✓ where the audience can clearly see the presenter/presentation. ✓
- - Make the purpose/main points of the presentation clear ✓ at the start of the presentation. ✓
- Use suitable section titles/headings/subheadings/bullets ✓ to simplify the presentation. ✓
- Mention/Show most important✓ information first. ✓
- Add some appropriate humour✓ in the presentation. ✓
- Avoid hiding behind equipment✓ as it may give an impression of uncertainty. ✓
- Capture listeners' attention/Involve the audience with a variety of methods, ✓ e.g. short video clips/sound effects/humour✓, etc.
- She should make eye contact with the audience✓ and look in all directions. ✓
- Be audible to all listeners/audience✓ to keep them focused. ✓
- Vary the tone of voice/tempo within certain sections✓ to prevent monotony. ✓
- Make the presentation interesting✓ with visual aids/anecdotes/examples/ Use visual aids effectively. ✓
- Use appropriate gestures, ✓ e.g. use hands to emphasize points. ✓
- Speak with energy✓ and enthusiasm. ✓
- Pace yourself ✓ and do not rush/talk too slowly. ✓
- Keep the presentation short/simple✓ to avoid repetition of facts. ✓
- Manage time effectively✓ to allow time for questions. ✓
- Ensure that the audience will leave with/take away ✓ specific information/ benefits. ✓
- Summarise the main points of the presentation✓ to conclude the presentation. ✓
- Conclude/End with a strong/striking ending ✓ that will be remembered. ✓

- Any other relevant answer related to the factors to be considered while presenting. **Max. (12)**

3.4

Visual aids

3.4.1

Advantages of PowerPoint slides



- Graphic programmes have the capacity to convey ideas ✓ and support what the presenter says. ✓
- Easy to combine ✓ with sound/video clips.
- Simple/Less cluttered slides ✓ may capture the interest of the audience. ✓
- Video clips can provide variety ✓ and capture the attention of the audience. ✓
- Variations of colour/background/sound immediately capture the attention of the audience ✓ and retain their interest throughout the presentation. ✓
- Slides should only be used ✓ where they can enhance the facts or summarise information. ✓
- PowerPoint slides can help to convey a large amount of facts ✓ in a short time. ✓
- Any other relevant answer related to the advantages of PowerPoint slides as a type of visual aid.

Sub-max. (8)

Advantages of hand-outs

- Meaningful hand-outs may be handed out at the start of the presentation ✓ to attract attention/encourage participation. ✓
- Notes/Hard copies of the slide presentation can be distributed at the end of the presentation ✓ as a reminder of the key facts of the presentation. ✓
- Extra information, e.g. contact details/price lists may be handed out ✓ to promote the services of the business. ✓
- Useful information for improving the next presentation may be obtained ✓ when the audience completes feedback questionnaires after the presentation. ✓
- It is easy to update handouts ✓ with recent information or developments. ✓
- Notes may be compared with electronic slides ✓ to validate the accuracy. ✓
- Any other relevant answer related to the advantages of handouts as a visual aid.

**Sub-max. (8)
Max (16) (16)**

3.5

Responding to questions after the presentation

- The presenter should stand throughout the feedback session. ✓✓
- Be polite/confident/courteous when responding to questions. ✓✓
- Ensure that each question/comment is clearly understood before responding/re-phrase questions if uncertain. ✓✓
- She should first listen and then respond. ✓✓



- Provide feedback as soon as possible after the question was asked or after the session. ✓✓
- Be direct/honest/sincere when responding to questions. ✓✓
- Use simple language to support the examples used in the presentation. ✓✓
- Keep answers short and to the point. ✓✓
- Apologise/acknowledge her errors/mistakes if pointed out by the audience. ✓✓
- Encourage questions from the audience/investors. ✓✓
- Always address the questions and not the person. ✓✓
- Acknowledge good questions to motivate audience to ask more questions. ✓✓
- The presenter should not involve himself in a debate when responding to questions. ✓✓
- The presenter should not avoid the questions if he/she does not know the answer, but rather promise feedback on it. ✓✓
- Address the full audience/investors and not only the person who posed the question. ✓✓
- Any other relevant answer related on how to respond to questions after the presentation.

Max. (8)

3.6

Conclusion

- Good designed multimedia presentation enables the presenter to achieve his/her goals. ✓✓
- A well-presented presentation creates a good impression and will attract potential investors. ✓✓
- All methods of presentation must be effectively used to retain the attention of the audience. ✓✓
- Being professional during a presentation/feedback/questions session should contribute to the success of the presentation. ✓✓
- Any other conclusion related to the aspects that should be considered when designing a multimedia presentation/factors kept in mind while presenting/ advantages of PowerPoint and handouts as types of visual aids/ how to respond to questions after the presentation.

(Any 2 x 1)

**(2)
[40]**

QUESTION 3: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Aspect for designing a multimedia presentation	10	
Factors to be considered while /during Presenting /presentation	12	
Advantages of PowerPoint and Handouts	16	
Responding to questions after the presentation	8	
Conclusion	2	



INSIGHT		
Layout	2	8
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all

QUESTION 4 BUSINESS VENTURES (PRESENTATION)

(NSC DBE/NOVEMBER 2019)

4.1

Introduction

- The principles of insurance form the basis of an insurance contract between the insurer and the insured. ✓
- A good presentation enables the presenter to achieve his/her goals. ✓
- PowerPoint enables the presenter to elaborate on important facts. ✓
- Presenters must reflect on their presentation style and methods in order to improve in the next presentation. ✓
- Any other relevant introduction related to factors to consider during a presentation/
- principles of insurance/impact of a PowerPoint presentation / areas of improvement in the next presentation. **Any (2 x 1) (2)**

4.2

Factors to be considered during a presentation

- Mr Meyer must establish credibility by introducing himself as the presenter at the start. ✓✓
- State the aims/main points of the presentation in the introduction. ✓✓
- Use suitable section titles/headings/sub-headings/bullets. ✓✓
- Put the most important information first to capture the audience attention. ✓✓
- Do not ramble on at the start, to avoid losing the audience/their interest. ✓✓
- Speak with energy and enthusiasm. ✓✓
- Make eye contact with the audience and look in all directions. ✓✓
- Be audible to all listeners/the audience. ✓✓
- Use appropriate gestures, e.g. use hands to emphasize points. ✓✓
- Vary the tone of voice/tempo within certain sections to prevent monotony. ✓✓
- Make the presentation interesting with visual aids/anecdotes/examples/Use visual aids effectively. ✓✓
- Capture listeners' attention/Involve the audience with a variety of methods, e.g. short video clips/sound effects/humour, ✓✓ etc.
- Stand in a good position/upright, where the audience can clearly see the presenter/presentation. ✓✓
- Avoid hiding himself behind the equipment. ✓✓
- Pace himself/do not rush/talk too slowly. ✓✓

- Keep the presentation short and simple. ✓✓
- Manage time effectively to allow time for questions. ✓✓
- Ensure that the audience will leave with/take away specific information/benefits. ✓✓
- Mr Meyer should summarise the main points of the presentation to conclude the presentation. ✓✓
- Conclude/End with a strong/striking ending that will be remembered. ✓✓
- Any other relevant answer related to the factors that Mr Meyer should consider during his presentation.



Max (12)

4.3

Principles of insurance

Indemnification/Indemnity ✓✓

- Usually applies to short term insurance ✓, as the insured is compensated for specified/proven harm/loss. ✓
- Insurer agrees to compensate the insured for damages/losses specified in the insurance contract ✓, in return for premiums paid by the insured to the insurer. ✓
- Protects the insured against the specified event ✓ that may occur. ✓
- Pay-outs from insurance companies/insurer will only be made ✓; if there is proof that the specified event took place/if the insured can prove the amount of the loss/damage. ✓
- The amount of indemnification/compensation is limited to the amount of provable loss/damage ✓, even if the amount in the policy/insurance contract is higher. ✓
- The insured must be placed in the same position ✓ as before the occurrence of the loss/damage ✓/The insured may not profit ✓ from insurance. ✓
- Any other relevant answer related to indemnification/indemnity as a principle of insurance.

Principle (2)
Discussion (2)
Sub max (4)

Security/Certainty ✓✓

- Applies to long-term insurance ✓ where the insurer undertakes to pay out an agreed amount in the event of loss of life. ✓
- A predetermined amount will be paid out when the insured reaches a predetermined age/or gets injured ✓ due to a predetermined event. ✓
- Aims to provide financial security to the insured ✓ at retirement/the dependents of the deceased. ✓
- Any other relevant answer related to security/certainty as a principle of insurance.



Principle (2)
Discussion (2)
Sub max (4)

Utmost good faith ✓✓

- Insured has to be honest in supplying details✓ when entering in an insurance contract.✓
- Both parties/insurer and insured must disclose✓ all relevant facts.✓
- Insured must disclose everything that may✓ affect the extent of the risk.✓
- Details/Information supplied when claiming✓ should be accurate/true.✓
- Any other relevant answer related to utmost good faith as a principle of insurance.



Principle (2)
Discussion (2)
Sub max (4)

Insurable interest✓✓

- Insured must prove that he/she will suffer a financial loss✓ if the insured object is damaged/lost/ceases to exist.✓
- An insurable interest must be expressed✓ in financial terms.✓
- Insured must have a legal relationship✓ with the insured object in the contract.✓
- Any other relevant answer related to insurable interest as a principle of insurance.

Principle (2)
Discussion (2)
Sub max (4)

NOTE: Mark the first THREE (3) only.

Max (12)

4.4

Impact of a PowerPoint presentation

Positives/Advantages

- Graphic programmes have the capacity to convey ideas✓ and support what the presenter says.✓
- Easy to combine✓ with sound/video clips.✓
- Simple/Less cluttered slides✓ may capture the interest of the audience.✓
- Video clips can provide variety✓ and capture the attention of the audience.✓
- Variation of colour/background/sound immediately captures the attention of the audience✓ and retain their interest throughout the presentation.✓
- Slides can enhance the facts✓ and summarise information. ✓
- PowerPoint slides can help to convey a large amount of facts✓ in a short time.✓
- Any other relevant answer related to the positive impact/advantages of a PowerPoint presentation.

AND/OR

Negatives/Disadvantages

- Unprofessional handling of the data projector/PowerPoint presentation material ✓ may lead to irritation/may result in the audience losing interest.✓



- Less effective✓ to people with visual impairments.✓
- Simply reading off the slides✓ makes a presentation boring/meaningless.✓
- Unable to show slides✓ without electricity/data projector.✓
- Any other relevant answer related to the negative impact/disadvantages of a PowerPoint presentation.

Max (12)

4.5

Ways to improve on the next presentation

- Mr Meyer should revise objectives that were not achieved.✓✓
- Humour should be used appropriately.✓✓
- Always be prepared to update/keep the information relevant.✓✓
- Reflect on any problem/criticism and avoid it in future presentations.✓✓
- Reflect on the time/length of the presentation to add/remove content.✓✓
- Increase/Decrease the use of visual aids or replace/remove aids that did not work well.✓✓
- Mr Meyer should reflect on the logical flow of the format/slides/application of visual aids.✓✓
- Any other relevant answer related to how Mr Meyer can improve on his next presentation.

Max (10)

4.6

Conclusion

- A well-prepared presentation creates a good impression and will attract potential investors.✓✓
- PowerPoint can be used to convey business information. ✓✓
- Effective presentation of business information is one of the key elements of communicating with various stakeholders.✓✓
- A presenter should analyse feedback in order to improve on his/her next presentation.✓✓
- All methods of presentation must be effectively used to retain the attention of the audience.✓✓
- Any other relevant conclusion related to factors to consider during a presentation/ principle of insurance/impact of a PowerPoint presentation/area of improvement in the next presentation.

Any (1 x 2)

**(2)
[40]**

QUESTION 4: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Factors to be considered during the presentation	12	
Principles of insurance	12	
Impact of a PowerPoint presentation	12	
Ways to improve on the next	10	



presentation		
Conclusion	2	
INSIGHT		
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	8
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all

QUESTION 5 BUSINESS VENTURES (INVESTMENT AND PRESENTATION) (SCE/NSC JUNE DBE/2019)

5.1

Introduction

- Shares represent a portion of the company that a person/group of people own.✓
- Investors have a range of investment opportunities to choose from including ordinary and preference shares.✓
- Investment opportunities are measured against criteria for good investment.✓
- Investors set financial goals and make an informed decision after considering various investment factors.✓
- An effective presentation is one in which the desired outcome is achieved.✓
- Feedback enables the presenter to improve on his/her next presentation.✓
- Any other relevant introduction related to ordinary shares/preference shares/investment decisions/factors during a presentation/areas of improvement.


(2 x 1)

(2)

5.2

Differences between ordinary shares and preference shares

ORDINARY SHARES	PREFERENCE SHARES
- Ordinary shares only receive dividends✓ when profit is made.✓	- Some of these types of shares receive dividends✓ regardless of profit made.✓
- Normally the higher the profit✓, the higher the dividend.✓	- A fixed rate of return is paid✓ on this type of shares.✓
- Shareholders are the last to be paid✓, if the company is declared bankrupt/liquidated.✓	Shareholders have a preferred claim on company assets✓ in the event of bankruptcy/liquidation.✓
- Ordinary shares are standard shares✓ with no special rights or restriction.✓	- These shares enjoy preferential rights✓ to dividends/repayment over ordinary shares.✓
- Dividends vary from year to year according to profits made✓ as determined by the company.✓	- Dividends are payable✓ according to the type of preference share.✓

	-Non-cumulative preference shareholders✓ will not receive any outstanding dividends from previous years.✓ OR -Cumulative shareholders✓ will receive outstanding dividends from previous years.✓
- Shareholders have a right to vote✓ at the Annual General Meeting.✓	- Voting rights are restricted✓ to particular circumstances/resolutions.✓
-Any other relevant answer related to ordinary shares.	- Any other relevant answer related to preference shares.
Sub max (6)	Sub max (6)

NOTE: 1. The answer does not have to be in tabular format
2. The difference does not have to link but must be clear.
3. Award a maximum of SIX (6) mark if differences are not clear/Mark either ordinary shares or preference shares only.
Max (12)

5.3 Factors to be considered when making an investment decision

5.3.1 Risk

- Refers to the chance that the invested amount may reduce in value/lost in total over a period of time✓, due to unforeseen circumstances.✓
- The higher the potential return✓, the higher the risk of a potential loss.✓
- Example: investing in shares has a higher risk✓ than investing in a fixed deposit.✓
- Any other relevant answer related to risk as a factor to be considered when making an investment decision.

Sub max (4)

Taxation

- 5.3.2
- Refers to a compulsory payment✓ made by citizens to the government. ✓
 - A good investment✓ will yield good after-tax returns.✓
 - Income tax implications must be considered✓ in order to ensure a high net after-tax return.✓
 - Tax rates are not necessarily the same✓ for different investments.✓
 - Any other relevant answer related to taxation as a factor to be considered when making an investment decision.

Sub max (4)

Investment period

- 5.3.3
- This refers to the duration of the investment✓ which may influence the return on investment.✓
 - It can be short/medium/long term✓ depending on the nature of an investment option.✓
 - The investment period will depend✓ on an investor's personal needs/goals.✓



- Any other relevant answer related to the investment period as a factor to be considered when making an investment decision.

Sub max (4)

Max (12)

5.4

Factors to be considered during a presentation



- Establish credibility✓ by introducing yourself at the beginning of the presentation.✓
- Do not ramble on at the start✓, to avoid losing the audience/their interest.✓
- Stand in a good position/upright✓, where the audience can clearly see the presenter/presentation.✓
- Make the purpose/main points of the presentation clear✓ at the start of the presentation.✓
- Use suitable section titles/headings/subheadings/bullets ✓ to simplify the presentation.✓
- Mention/Show most important✓ information first.✓
- Add some appropriate humour✓ in the presentation.✓
- Avoid hiding behind equipment✓ as it may give an impression of uncertainty.✓
- Capture listeners' attention/Involve the audience with a variety of methods✓, e.g. short video clips/sound effects/humour✓, etc.
- Make eye contact with the audience✓ and look in all directions.✓
- Be audible to all listeners/audience✓ to keep them focused.✓
- Vary the tone of voice/tempo within certain sections✓ to prevent monotony.✓
- Make the presentation interesting✓ with visual aids/anecdotes/examples/
- Use visual aids effectively.✓
- Use appropriate gestures✓, e.g. use hands to emphasize points.✓
- Speak with energy✓ and enthusiasm.✓
- Pace yourself✓ and do not rush/talk too slowly.✓
- Keep the presentation short/simple✓ to avoid repetition of facts.✓
- Manage time effectively✓ to allow time for questions.✓
- Ensure that the audience will leave with/take away✓ specific information/ benefits.✓
- Summarise the main points of the presentation✓ to conclude the presentation.✓
- Conclude/End with a strong/striking ending✓ that will be remembered.✓
- Any other relevant answer related to factors to be considered during a presentation.

Max (12)

5.5

Ways to improve on the next presentation

- Mario should revise objectives that were not achieved.✓✓
- Use humour appropriately.✓✓
- Always be prepared to update/keep the information relevant.✓✓
- Reflect on any problem/criticism and avoid it in future presentations.✓✓



- Any relevant information received as feedback from a presentation should be analysed/incorporated/used to update/amend the presentation.✓✓
- Reflect on the time/length of the presentation to add/remove content.✓✓
- Increase/Decrease the use of visual aids or replace/remove aids that do not work well.✓✓
- Reflect on the logical flow of the format/slides/application of visual aids.✓✓
- Any other recommendation related to ways in which Mario can improve on his next presentation.

Max (10)

5.6

Conclusion

- Shares can be sold to others for a higher price than it was purchased for.✓✓
- A business that is managed successfully will make a number of investments over a period of time.✓✓
- Investors can make informed/calculated decisions after considering various investment opportunities and risk factors.✓✓
- A well-prepared presentation creates a good impression and may attract potential investors.✓✓
- A good presentation promotes the image of the business/owner/management.✓✓
- Presentation of business information is one of the key aspects in communicating with various stakeholders.✓✓
- A presenter should consider both positive and negative feedback for future improvements.✓✓
- Any other relevant conclusion related to ordinary shares/preference shares/investment decisions/factors during a presentation/areas of improvement.

Max

(2)

[40]

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Differences between ordinary and preference shares	12	
Factors to be considered when making an investment decision	12	
Factors to be considered during a presentation	12	
Ways to improve on the next Presentation	10	
Conclusion	2	
INSIGHT		
Layout	2	

Analysis/Interpretation	2	8
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40



LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all

QUESTION 6: BUSINESS VENTURES (MANAGEMENT AND LEADERSHIP) (DBE/NOVEMBER 2018)

6.1

Introduction

- Good leaders can also be good managers, as both can inspire/energise people
- and bring about change.✓
- The attitude of a leader has an influence on the success and or failure of the business.✓
- Leaders and managers can create opportunities and motivate people to be productive which lead to successful businesses.✓
- Many managers are also good leaders with excellent management skills.✓
- The democratic and laissez-faire leadership styles can be used in different situations to influence employees.✓
- Any other relevant introduction related to management and leadership/role of personal attitudes/democratic and laissez-faire leadership styles/application of democratic and laissez faire leadership styles.


(2 x 1)

(2)

6.2

Differences between management and leadership

MANAGEMENT	LEADERSHIP
<ul style="list-style-type: none"> • Guides human behaviour.✓✓ • Communicates through management functions, e.g. line function.✓✓ • Administers plans/programs/tasks to reach targets.✓✓ • Controls systems and procedures to get the job done.✓✓ • Focuses on how and when.✓✓ • Focuses on the bottom line/short/ medium/long term.✓✓ • A person becomes a manager because of the position in which he/she is appointed.✓✓ • Manages the process of getting things done by exercising responsibility 	<ul style="list-style-type: none"> • Influences human behaviour.✓✓ • Communicates by means of interaction /behaviour /vision/values/ charisma.✓✓ • Innovates/Encourage new ideas to increase productivity.✓✓ • Inspires staff to trust and support each another.✓✓ • Focuses on what and why.✓✓ • Focuses on the horizon/long term.✓✓ • Leaders are born with natural/ instinctive leadership skills.✓✓ • Guides/Leads people to become active participants. • Leaders have power/influence because of his/her knowledge/skills/intelligence. ✓✓

 <ul style="list-style-type: none"> Managers have power because of the position of authority into which they are appointed.✓✓ Enforce rules on subordinates/Ensure that tasks are completed.✓✓ Instructional in their approach.✓✓ Task orientated.✓✓ Manage by planning/organising/leading/ control. ✓✓ Does things right.✓✓ Any other relevant answer related to management. 	<ul style="list-style-type: none"> Always trying to find more efficient ways of completing tasks.✓✓ Motivational/Inspirational in their approach ✓✓ People orientated.✓✓ Lead by example/ trust/respect.✓✓ Does the right things.✓✓ Any other relevant answer related to leadership.
Sub max (6)	Sub max (6)

NOTE: 1. The answer does not have to be in tabular form but the differences must be clear.
2. Mark the first THREE (3) only.
3. Award a maximum of SIX (6) marks if the differences are not clear/ mark either management or leadership only.

Max (12)

6.3

Role of personal attitude in successful leadership

- Positive attitude releases✓ leadership potential. ✓
- A leader's good/bad attitude✓ can influence the success/failure of the business. ✓
- Leaders must know their strengths and weaknesses✓ to apply their leadership styles effectively. ✓
- Great leaders understand that the right attitude✓ will set the right atmosphere. ✓
- Leaders' attitude may influence✓ employees'/teams' thoughts/behaviour. ✓
- Leaders should model the behaviour✓ that they want to see in team members. ✓
- Successful leaders consider the abilities/skills of team members✓ to allocate tasks/roles effectively. ✓
- Enthusiasm✓ produces confidence in a leader. ✓
- A positive attitude is critical for good leadership✓ because good leaders will stay with the task regardless of difficulties/challenges. ✓
- Successful employees and leaders have a constant desire to work✓ and achieve personal/professional success. ✓
- Leaders with a positive attitude know✓ that there is always more to learn/space to grow. ✓
- Any other relevant answer related to the role of personal attitude in successful leadership.

NOTE: Do not allocate marks for “promoting a good team spirit.

Max (10)



6.4

Impact of democratic and laissez-faire/free reign leadership styles on businesses

6.4.1

Democratic

Positives/Advantages

- The leader allows the employees to participate in the decision-making process✓, so they feel empowered/positive. ✓
- Staff gives a variety of ideas/inputs/feedback/viewpoints✓ that can lead to innovation/improved production methods/increased sales. ✓
- Clear/Two way communication✓ ensures group commitment to final decision(s). ✓
- Authority is delegated✓ which can motivate/inspire workers to be more productive. ✓
- Complex decisions can be made✓ with inputs from specialists/skilled workers. ✓
- Any other relevant answer related to the positive impact/advantages of the democratic leadership style on businesses.

AND/OR

Negatives/Disadvantages

- Incorrect decisions may be made✓ if staff is inexperienced/not fully informed. ✓
- Decision making may be time consuming✓ because stakeholders have to be consulted. ✓
- Employees may feel discouraged✓ if their opinions/inputs are not considered. ✓
- Leaders can rely too much on the input of the followers✓ and fail to make a final decision. ✓
- Not effective in times of crisis✓/when quick decisions need to be made. ✓
- Some employees only pretend to participate in decision making✓ and their feedback may not always be accurate. ✓
- Any other relevant answer related to the negative impact/disadvantages of a democratic leadership style on businesses.

Sub max (8)

6.4.2

Laissez-faire/Free reign


Positives/Advantages

- Workers/Followers are allowed✓ to make decisions on their own work/ methods. ✓
- Subordinates have maximum freedom✓ and can work independently. ✓
- Leader motivates workers by trusting them✓ to do things themselves/on their own. ✓
- Authority is delegated✓, which can be motivating/empowering for competent workers'/increase productivity. ✓
- Subordinates are experts✓ and know what they want/can take responsibility for their actions. ✓
- Suitable for coaching/mentoring✓ to motivate employees to achieve more/better things. ✓
- It can be empowering for competent followers✓ as they are completely trusted to do their job. ✓
- Individual team members may improve✓/develop leadership skills. ✓

- Any other relevant answer related to the positive impact/advantages of a laissez-faire leadership style on businesses.

AND/OR

Negatives/Disadvantages

- 
- Lack of clear direction/leadership✓ may be demotivating to employees. ✓
 - Employees can be held responsible for their own work✓ which may lead to underperformance. ✓
 - Could lead to conflict✓ when some team members act as leaders and dictate to other team members. ✓
 - Workers are expected to solve their own✓ conflict situations. ✓
 - Productivity may be compromised✓ with a lack of tight control over workers not meeting deadlines. ✓
 - Productivity might be low✓, if employees lack the necessary knowledge or skills.✓
 - Any other relevant answer related to the negative impact/disadvantages of laissez-faire leadership style on businesses.

Sub max (8)

Max (16)

6.5 Situations in which the democratic and laissez faire leadership styles can be

applied in the workplace

6.5.1 Democratic leadership style

- Group members are skilled and eager to share their ideas. ✓✓
- The leader does not have all the information needed to make a decision and employees have valuable information to contribute. ✓✓
- Cooperation is needed between a leader and a team. ✓✓
- Decisions need to be looked at from several perspectives. ✓✓
- Any other relevant answer related to situations in which the democratic leadership style may be applied in the workplace.

Sub max (4)

6.5.2 Laissez-faire/ Free reign

This leadership style can be used when:

- Subordinates are experts and know what they want/can take responsibility for their actions. ✓✓
- The leader is very busy and delegation of tasks will increase productivity. ✓✓
- Team members need to improve/develop leadership skills. ✓✓
- Suitable when employees are highly experienced and know more about the task than the leader. ✓✓
- - Any other relevant answer related to a situation in which laissez-faire/free-reign leadership style may be applied in the workplace.

Sub max (4)

Max (8)

6.6 Conclusion

- Managers can also be successful leaders if they do not only focus on the task at hand, but also the people/workers who will execute the task. ✓✓

- Leaders who understand various leadership styles may be able to lead effectively and handle any situation. ✓✓
- A leader who is positive/enthusiastic/energetic will inspire his followers to improve /empower/uplift themselves to achieve their own personal goals. ✓✓
- The democratic leadership style encourages innovative ideas and boosts the morale of workers. ✓✓
- The laissez-faire leadership style provides experienced employees with the opportunity for persona/career growth. ✓✓
- The style used depends on the personality of the leader and nature of the business. ✓✓
- Any other relevant conclusion related to management and leadership/role of personal attitudes/democratic and laissez-faire leadership styles/application of democratic and laissez-faire leadership styles.

Max (2)

(2)

[40]

QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Differences between leadership and management	12	
Role of personal attitude in successful leadership	10	
Impact of democratic and laissez-faire/free-reign styles	16	
Application of democratic and laissez-faire leadership styles.	8	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all

BUSINESS ROLES

QUESTION 7: BUSINESS ROLES (HUMAN RIGHTS, INCLUSIVITY & ENVIRONMENTAL ISSUES) (DBE SC/NSC /2020)

7.1

Introduction

- Economic rights are one of the fundamental rights contained in the Bill of Rights that should be respected in the workplace. ✓
- The health and safety representatives keep their members informed about the workplace health and safety issues. ✓

- Economic rights form part of human rights that must be observed in the workplace. ✓
- Diversity in the workplace means that employees are different in terms of age/race/gender/ethnic groups/disabilities etc. ✓
- Successful businesses develop suitable strategies that are aimed at addressing different diversity issues in the workplace. ✓
- Business operations may have a negative impact on the environment if there are no preventative measures put in place. ✓
- Any other relevant introduction related to employees' economic rights/roles of the health and safety representatives/benefits of diversity/dealing with diversity issues in the workplace..

Any (2 x 1) (2)

7.2

Economic rights of employees in the workplace

- Free from forced labour. ✓✓
- Free to accept or choose work. ✓✓
- Fair wages/Equal pay/Equal pay for work of equal value. ✓✓
- Reasonable limitation of working hours ✓✓
- Fair labour practice. ✓✓
- Safe and healthy working conditions. ✓✓
- Join/form trade unions. ✓✓
- Right to participate in a legal strike. ✓✓
- Any other relevant answer related to the economic rights of employees in the workplace.

Max (8)

7.3


Roles of the health and safety representatives in protecting the workplace

Environment

- Ensure that protective clothing ✓ is provided/available to all workers. ✓
- Identify potential dangers ✓ in the workplace. ✓
- Initiate/Promote/Maintain/Review measures ✓ to ensure the health and safety of workers. ✓
- Check/Monitor the effectiveness of health and safety measures ✓ with management. ✓
- Ensure that all equipment ✓ that is necessary to perform the work is provided/ maintained regularly. ✓
- Promote safety training ✓ so that employees may avoid potential dangers/act pro-actively. ✓
- Ensure that dangerous equipment ✓ is used under the supervision of trained/qualified workers. ✓
- Ensure that workers' health and safety is not endangered ✓ by hazards resulting from production/processing/storage/transportation of material/equipment. ✓
- Work together with the employer, to investigate any accidents/complaints from the workers ✓ concerning health and safety in the workplace. ✓
- Ensure that employers comply ✓ with COIDA. ✓
- Any other relevant answer related to the roles of health and safety representatives in protecting the workplace environment.

Max (12)

7.4 **Benefits of diversity in the workplace**

- 
- Workforce diversity improves the ability of a business✓ to solve problems/ innovate/cultivate diverse markets.✓
 - Employees value each other's diversity✓ and learn to connect/communicate across lines of difference.✓
 - Diversity in the workforce improves✓ morale/motivation.✓
 - Employees demonstrate greater loyalty to the business✓ because they feel respected/accepted/understood.✓
 - Diversified workforce can give businesses a competitive advantage✓, as they can render better services.✓
 - Being respectful of differences/demonstrating diversity✓ makes good business sense/improves profitability.✓
 - Diverse businesses ensure that its policies/practices✓ empower every employee to perform at his/her full potential.✓
 - Stakeholders increasingly evaluate businesses✓ on how they manage diversity in the workplace.✓
 - Employees from different backgrounds✓ can bring different perspectives to the business.✓
 - A diversified workforce stimulates debate✓ on new/improved ways of getting things done.✓
 - Employees represent various groups✓ and are therefore better able to recognise customer needs and satisfy consumers.✓
 - Businesses with a diverse workforce are more likely to have a good public image✓ and attract more customers.✓
 - Any other relevant answer related to the benefits of diversity in the workplace.

Max (14)


7.5 **Ways in which businesses could deal with diversity issues in the workplace**

7.5.1 **Dealing with gender in the workplace**

- Males and females should be offered equal employment opportunities.✓✓
- Business directors should promote both men and women in managerial positions.✓✓
- Women should be employed to comply with EEA.✓✓
- Targets may be set for gender equity in the business.✓✓
- New appointments should be based on skills and ability.✓✓
- Introduce affirmative action by ensuring that male and female employees are remunerated fairly/equally.✓✓
- Any other relevant answer related to ways in which businesses could deal with gender as a diversity issue in the workplace.

Submax (6)

7.5.2 **Dealing with disability in the workplace**

- 
- Businesses should provide employment opportunities for people who are physically challenged.✓✓
 - Accommodate people who are physically challenged by providing facilities/ ramps for wheelchairs✓✓, etc.

- Ensure that workers with special needs are not marginalised/feel excluded from workplace activities.✓✓
- Businesses should be well informed on how to deal with disabled employees.✓✓
- Policies and programs should accommodate the needs of people with disabilities.✓✓
- Create an organisational culture and climate that is conducive for people with disabilities.✓✓
- - Employees should be trained on how to deal with colleagues with disabilities.✓✓
- Businesses should bring in external experts to help with disability and accommodation issues.✓✓
- Ensure that employees with disabilities are treated fairly.✓✓
- Focus on the skills/work performance of the disabled worker, rather than his/her disability/possible problems he/she may pose in the future.✓✓
- Any other relevant answer related to ways in which businesses could deal with disability as a diversity issue in the workplace.

Submax (6)

Max (12)

7.6

Conclusion

- Observing economic rights of employees in the workplace may promote a healthy relationship between employers and employees.✓✓
- The health and safety representatives should be provided with assistance/training needed to perform their duties effectively.✓✓
- Diversity in the workplace enables businesses to respond positively to the needs/queries of customers.✓✓
- Dealing with diversity issues in the workplace enables businesses to utilise the skills/knowledge/expertise of a diverse workforce.✓✓
- Any other relevant conclusion related to employees' economic rights/roles of the health and safety representatives/benefits of diversity/dealing with diversity issues in the workplace

Any (1 x 2)

**(2)
[40]**

QUESTION 7: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Economic rights of employees in the workplace	8	
Roles of the health and safety representatives in protecting the workplace environment	12	
Benefits of diversity in the Workplace	14	
Ways to deal with the following diversity issues in the workplace: <ul style="list-style-type: none"> ○ Gender ○ Disability 	12	



Conclusion	2	
INSIGHT		
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	8
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all

QUESTION 8: BUSINESS ROLES (ETHICS AND PROFESSIONALISM)

(DBE EXEMPLAR SC/NSC /2020)

8.1

Introduction

- Businesses develop a Code of Ethics as a guide to make ethical decisions.✓
- Many businesses have a Code of Conduct that outlines the expected behaviour for their employees.✓
- Unethical business practices can have a negative impact on businesses.✓
- Successful businesses have developed strategies to deal with unethical business practices.✓
- The King Code principles serve as a guideline on how businesses can conduct themselves ethically and professionally.✓
- Ethical business practices treat all stakeholders honestly/fairly/respectfully.✓
- Any other relevant introduction related to ethical behaviour/unethical business practices/application of King Code principles/professional, responsible, ethical and effective business practice.

Any (2 x 1)

(2)

8.2

Meaning of ethical behaviour

- Ethical behaviour refers to acting in ways consistent with✓ what society and individuals think are good values.✓
- Ethical behaviour is expected✓ from every employee in the business.✓
- It means that the highest legal and moral standards✓ are upheld when dealing with stakeholders.✓ Any other relevant answer related to the meaning of ethical behaviour.

Max (4)

8.3

Unethical business practices posing a challenge to businesses

Unfair advertising


- Unfair advertisements could be harmful✓ to consumers.✓
- The use of false or misleading statements in advertising leading to misrepresentation of the concerned product✓, which may negatively affect consumers.✓
- Businesses can make unwise advertising choices✓ when they are under pressure to increase their profits.✓



- Some advertisements may be regarded as discriminatory✓ because they exclude/target some sections of the population.✓
- Any other relevant answer related to how unfair advertising can pose a challenge to businesses.

Submax (6)

Pricing of goods in rural areas

- 
- Some businesses in the rural areas exploit their customers✓ by adding much more than necessary to their prices. ✓
 - Some consumers in rural areas have little economic power✓ and are vulnerable to exploitation.✓
 - Business may form monopolies in rural areas✓ and increase their prices unilaterally.✓
 - It may be common practice to pay higher prices✓ for goods of inferior quality in rural areas.✓
 - Business may form monopolies in rural areas✓ and increase their prices unilaterally.✓
 - Any other relevant answer related to how pricing of goods in rural areas can pose a challenge to businesses.

Submax (6)

Taxation/Tax evasion

- Some businesses submit fraudulent/incorrect returns to SARS✓ resulting in penalties.✓
- Businesses may not be familiar with✓ the latest changes in tax legislation. ✓
- They may pay heavy fines✓ for evading tax.✓
- Tax evasion may negatively impact ✓ on the business image.✓
- Businesses may lose key stakeholders✓ if the act of tax evasion is reported.✓
- The accountant may charge high fees✓ for falsifying financial statements.✓
- Any other relevant answer related to how taxation/ tax evasion can pose a challenge to businesses.

Submax (6)

Max (18)

8.4

Application of King Code principles

Accountability

- 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 how businesses could apply accountability as a King Code principle for good corporate governance.



Submax (6)

Transparency

- Decisions/Actions must be clear to all stakeholders.√√
- Businesses should give details of shareholders' voting rights to them before/at the Annual General Meeting (AGM).√√
- Business dealings/transactions must be open/honest. √√
- Business policies and processes must be clear and understood by all stakeholders.√√
- The board of directors must report on both the negative and positive impact of the business on the community/environment.√√
- Any other relevant answer related to how businesses could apply transparency as a King Code principle for good corporate governance.



Submax (6)

Max (12)

8.5

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

- Mission statement should include values of equality/respect.√√
- Treat workers with respect/dignity by recognising work well done.√√
- Treat all their employees equally, regardless of their race/colour/age/gender/disability etc.√√
- All workers should have access to equal opportunities/positions/resources.√√
- Plan properly and put preventative measures in place.√√
- Pay fair wages/salaries which is in line with the minimum requirements of the BCEA/Remunerate employees for working overtime/during public holidays.√√
- 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.√√
- 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, responsible, ethical and effective business practice should be conducted.



Max (12)

8.6

Conclusion

- A business code of ethics/conduct should improve relationships and eliminate unethical business practices.✓✓
- Employees who do not adhere to the code of ethics/conduct should face disciplinary actions.✓✓
- The King Code principles can be applied to all entities, private and public sectors.✓✓
- Businesses can make use of good corporate governance to address issues that challenge ethics and professionalism in the workplace.✓✓
- Any other relevant conclusion related to ethical behaviour/unethical business practices/application of King Code principles/professional, responsible, ethical and effective business practice

Any (1 x 2)

(2)

[40]

QUESTION 8: BREAKDOWN OF MARK ALLOCATION

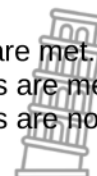
DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of ethical behaviour	4	
Unethical business practices posing a challenge: <ul style="list-style-type: none"> ○ Unfair advertising ○ Pricing of goods in rural areas ○ Taxation/ Tax evasion 	18	
Application of King Code principles: <ul style="list-style-type: none"> ○ Accountability ○ Transparency 	12	
Ways in which professional, responsible, ethical and effective business practice should be conducted.	12	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.


Allocate 0 marks where requirements are not met at all



QUESTION 9: BUSINESS ROLES (SOCIAL RESPONSIBILITY, CSR & CSI) (EC/SEPTEMBER 2020)

9.1

Introduction

- 
- Businesses are corporate citizens and therefore have a responsibility towards society. ✓
 - Corporate Social Responsibility/CSR is the way a business conducts its operations ethically and morally, regarding the use of human, physical and financial resources. ✓
 - CSR improves the lifestyle and quality of life of their human resources and caring for the environment by ensuring that they have the most efficient and sustainable resources. ✓
 - CSR programmes and CSI projects should be relevant to the needs of communities. ✓
 - They should address socio-economic issues that affect business operations. ✓
 - - CSI is a component of CSR, where social responsibility is the intention and social investment is the action. ✓
 - Businesses should consider the importance of the well-being of the community in relation to profitability and productivity. ✓
 - Any other relevant introduction related to the purpose of CSI/link between social responsibility and triple bottom line/impact of CSI on businesses/ways in which businesses can contribute time and effort in improving the well-being of employees. (Any 2 x 1)

(2)

9.2

Purpose of CSI

- CSI aims at contributing towards sustainable development of its immediate communities. ✓✓
- CSI is enforceable by law and government requires business to make CSI contributions. ✓✓
- CSI projects play a positive role in the development of communities. ✓✓
- CSI reveals a business's attitude towards the community in which it operates. ✓✓
- CSI projects are long-term investments. ✓✓
- It is relevant to the South African context where socio-economic upliftment is such a priority. ✓✓
- Any other relevant answer related to the purpose of CSI. **Max. (10)**

9.3

Link between triple bottom line and social responsibility

Profit/Economic ✓✓

- Triple Bottom line means that businesses should not only focus on profit, ✓ but should also invest in CSI projects. ✓
- Businesses should not make a profit ✓ at the expense of its community. ✓
- Any other relevant answer related to the link between profit and social responsibility.

Aspect (2)

Explanation (2)

Sub-max. (4)

People/Social ✓✓

- Business operations should not have a negative impact on/exploit ✓ people/employees/customers. ✓
- Businesses should engage/invest in sustainable community programmes/projects ✓ that will benefit/uplift communities. ✓
- Improve the life style/quality of life ✓ of their human resources/employees. ✓
- Any other relevant answer related to the link between people and social responsibility.



Aspect (2)
Explanation (2)
Sub-max. (4)

Planet/Environment ✓✓

- Businesses should not exhaust resources/harm the environment ✓ for production purposes. ✓
- They may support energy-efficient/eco-friendly ✓ products/programmes. ✓
- Recycle/Re-use waste ✓, e.g. packaging from recycled material. ✓
- Any other relevant answer related to the link between the planet/environment and social responsibility.

Aspect (2)
Explanation (2)
Sub-max. (4)
Max (12)

9.4

Impact of CSI on businesses

Positives/Advantages

- May attract experienced employees/increase the pool of skilled labour ✓ which could increase productivity. ✓
- Positive/Improved image ✓ as the business looks after employees/conducts itself in a responsible way. ✓
- A business may have a competitive advantage ✓, resulting in good publicity/an improved reputation. ✓
- Promotes customer loyalty ✓ resulting in more sales. ✓
- CSI projects ✓ may be used as a marketing strategy to promote their products. ✓
- The business enjoys the goodwill/support ✓ of communities. ✓
- CSI projects promote teamwork ✓ within businesses. ✓
- CSI helps to attract investors ✓ because of increased profits/income. ✓
- Gives businesses tax advantages ✓ such as tax reduction/-rebates. ✓
- Assists in solving socio-economic issues ✓ like poverty /unemployment, ✓ etc.
- The government is less likely to enforce issues through legislation ✓ to businesses that voluntarily participate in CSI projects. ✓
- Employees feel as if they are making a difference ✓ in working for the business. ✓



- It helps to retain staff/lower staff turnover ✓ as employees' health and safety are considered. ✓
- Improves the health of its employees ✓ through focused CSI projects. ✓
- Businesses become more community-based ✓ by working closely with the community to roll out skills development projects. ✓
- Any other relevant answer related to the positive impact of CSI on businesses.



AND/OR

Negatives/Disadvantages

- Business may not be supported/Customers may not buy their products/services ✓ resulting in a decrease in sales. ✓
- Small and medium enterprises find it difficult ✓ to implement CSI programmes. ✓
- Detailed reports must be drawn up ✓ which can be time consuming. ✓
- Social spending reduces business/economic efficiency ✓ which makes it less competitive. ✓
- - Social involvement is funded from business profits ✓ which could have been used to the benefit of customers/reduce prices. ✓
- CSI activities distract business focus ✓ from its core business functions. ✓
- Businesses find it difficult to adhere ✓ to legislation governing CSI. ✓
- It can increase financial risk, as programmes cost money ✓ and may impact negatively on profits. ✓
- It is difficult to accurately measure ✓ the effectiveness of social investment. ✓
- It is not easy to determine the exact needs of the communities ✓, which may result in fruitless expenditure on CSI. ✓
- Most managers are not trained ✓ /lack experience to handle social programmes. ✓
- Employees may spend more time working on CSI projects ✓ instead of focusing on their core duties. ✓
- Providing goods/services that meet the needs of consumers is, ✓ according to some stakeholders, already socially responsible. ✓
- Shareholders may receive less dividends, ✓ as some profits are spent on CSI. ✓
- Some shareholders/stakeholders might withdraw their support from the business ✓ as they feel that social issues should be the government's responsibility. ✓
- Any other relevant answer related to the negative impact of CSI on businesses.

Max. (16)

9.5

Ways of contributing to the well-being of the employees

- Businesses should improve the general quality of life of employees, e.g. pay fair wages/skills development ✓✓ etc.
- Start a nutritional programme so that employees may enjoy at least one healthy meal per day. ✓✓



- Provide subsidised housing/accommodation for their employees. ✓✓
- Allow staff to use some working time to get involved/participate in projects of their choice. ✓✓
- Provide overtime schedules for fair workload distribution. ✓✓
- Provide transport to employees who work unusually long hours. ✓✓
- Establish coaching/mentoring programmes for junior employees. ✓✓
- Conduct team-building sessions to improve employees' morale. ✓✓
- Encourage employees to attend capacity-building workshops/training/staff development/team-development programmes. ✓✓
- Offer counselling sessions to employees with personal/emotional challenges. ✓✓
- Encourage employees to stay fit/healthy by getting them involved in health activities to minimise stress/substance abuse/obesity. ✓✓
- Any other relevant recommendations related to ways in which businesses may contribute to the well-being of employees. **Max. (8)**



9.6

Conclusion

- Corporate social responsibility is an obligation required by law and benefits both business and society. ✓✓
- CSI projects allow businesses to influence people's lives in many ways. ✓✓
- Businesses use CSR programmes to comply with laws and ethical business practices. ✓✓
- Any other relevant conclusion to the purpose of CSI/link between social responsibility and triple bottom line/impact of CSI on businesses/ways in which businesses can contribute time and effort in improving the well-being of employees.

(Any 1 x 2)

(2)

[40]

QUESTION 9: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Purpose of CSI	10	
Link between social responsibility and triple bottom line	12	
Impact of CSI on businesses	16	
Ways of contributing to the well-being of the employees	8	
Conclusion	2	8
INSIGHT		
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL		40



LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all



QUESTION 10: BUSINESS ROLES (TEAM PERFORMANCE AND CONFLICT MANAGEMENT) (NSC DBE/NOVEMBER 2019)

10.1

Introduction

- Teamwork is the interaction with team members to achieve a common goal.✓
 - Teams go through different stages of development that must be managed carefully.✓
 - Conflict is inevitable when two or more people work together as a team. ✓
 - Conflict is sometimes necessary for people to resolve differences and focus on key objectives. ✓
 - Managers should be well conversant with the causes of conflict and be able to handle it effectively in the workplace.✓
 - Difficult employees may influence their colleagues to adapt the same behaviour/ attitudes if businesses do not handle them in a correct manner. ✓
 - Any other relevant introduction related to stages of team development/causes of conflict/conflict resolution/ dealing with difficult people.
- Any (2 x 1)**

(2)

10.2

Stages of team development

Forming✓✓

- Individuals gather information and impressions about each other✓ and the scope of the task and how to approach it.✓
- Teams are comfortable✓ and polite with each other during this stage.✓
- People focus on being busy with routines✓, such as team organisation e.g. who does what, when to meet each other,✓ etc.
- Any other relevant answer related to forming as a stage of team development.

Stage (2)
Description (2)
Sub max (4)

Storming✓✓

- Teams go through a period of unease/conflict✓ after formation.✓
- Different ideas from team members will compete✓ for consideration.✓
- Team members open up to each other✓ and confront each other's ideas/ perspectives.✓
- Tension/struggle/arguments occur and upset the team members✓, there may be power struggles for the position of team leader.✓



- In some instances storming can be resolved quickly✓ while in others the team never leaves this stage.✓
- Many teams fail during this stage✓ as they are not focused on their task.✓
- This phase can become destructive for the team✓/will negatively impact on team performance, if allowed to get out of control.✓
- This stage is necessary/ important✓ for the growth of the team.✓
- Some team members tolerate each other✓ to survive this stage.✓
- Any other relevant answer related to storming as a stage of team development.



Stage (2)
Description (2)
Sub max (4)

Norming/Settling/reconciliation✓✓

- Team members come to an agreement✓ and reach consensus.✓
- Roles and responsibilities are clear✓ and accepted.✓
- Processes/working style and respect develop✓ amongst members.✓
- Team members have the ambition to work✓ for the success of the team.✓
- Conflict may occur✓, but commitment and unity are strong.✓
- Any other relevant answer related to norming/settling/reconciliation as a stage of team development.

Stage (2)
Description (2)
Sub max (4)

Performing/Working as a team towards a goal✓✓

- Team members are aware of strategies✓ and aims of the team.✓
- They have direction✓ without interference from the leader.✓
- Processes and structures✓ are set.✓
- Leaders delegate✓ and oversee the processes and procedures.✓
- All members are now competent✓, autonomous and able to handle the decisionmaking process without supervision.✓
- Differences among members are appreciated✓ and used to enhance the team's performance.✓
- Any other relevant answer related to performing/working as a team towards a goal as a stage in team development.

Stage (2)
Description (2)
Sub max (4)

Adjourning/Mourning✓✓

- The focus is on the completion✓ of the task/ending the project.✓
- Breaking up the team may be traumatic✓ as team members may find it difficult to perform as individuals once again.✓
- All tasks need to be completed✓ before the team finally dissolves.✓



- Any other relevant answer related to adjourning/mourning as a stage of team development.

Stage (2)
Description (2)
Sub max (4)
Max (16)

10.3

Causes of conflict in the workplace



- Lack of proper communication✓ between management and workers.✓
- Ignoring rules/procedures may result✓ in disagreements and conflict.✓
- Management and/or workers may have different✓ personalities/backgrounds.✓
- Different values/levels of knowledge/skills/experience✓ of managers/workers.✓
- Little/no co-operation✓ between internal and/or external parties/stakeholders.✓
- Lack of recognition for good work✓, e.g. a manager may not show appreciation for extra hours worked to meet deadlines.✓
- Lack of employee development✓ may increase frustration levels as workers may repeat errors due to a lack of knowledge/skills.✓
- Unfair disciplinary procedures✓, e.g. favouritism/nepotism.✓
- Little/no support from management✓ with regards to supplying the necessary resources and providing guidelines.✓
- Leadership styles used✓, e.g. autocratic managers may not consider worker inputs.✓
- Unrealistic deadlines/Heavy workloads✓ lead to stress resulting in conflict.✓
- Lack of agreement on mutual matters✓, e.g. remuneration/working hours.✓
- Unhealthy competition/Inter-team rivalry✓ may cause workers to lose focus on team targets.✓
- Lack of commitment/Distracted by personal objectives✓ which may lead to an inability to meet pre-set targets.✓
- Constant changes✓ may cause instability✓
- Lack of clarity✓ regarding employees' roles and responsibilities. ✓
- Any other relevant answer related to the causes of conflict in the workplace.

Max (12)

10.4

Handling conflict in the workplace

- Acknowledge that there is conflict✓ in the workplace.✓
- Identify the cause✓ of the conflict.✓
- Arrange pre-negotiations where workers/complainants will be allowed✓ to state their case/views separately.✓
- Arrange time and place for negotiations✓ where all employees involved are present.✓
- Arrange a meeting✓ between conflicting employers/employees.✓



- Make intentions for intervention clear ✓ so that parties involved may feel at ease.✓
- Each party has the opportunity to express ✓ his/her own opinions/feelings✓
- Conflicting parties may recognise that their views are different✓ during the meeting.✓
- Analyse/Evaluate the cause (s) of conflict by breaking it down✓ into different parts.✓
- Blame shifting should be avoided✓ and a joint effort should be made.✓
- Direct conflicting parties✓ towards finding/focusing on solutions.✓
- Devise/Brainstorm possible ways✓ of resolving the conflict.✓
- Conflicting parties agree on criteria✓ to evaluate the alternatives.✓
- Select and implement✓ the best solution.✓
- Provide opportunities for parties✓ to agree on the best solution.✓
- Evaluate/Follow up✓ on the implementation of the solution(s).✓
- Monitor progress✓ to ensure that the conflict has been resolved.✓
- Source experts on handling conflict✓ from outside the business.✓
- Any other relevant answer related to how businesses could handle conflict in the workplace.

NOTE: If problem solving steps do not demonstrate the handling of conflict (explanation), award a maximum of FOUR (4) marks.

Max (10)

10.5

Ways to deal with difficult people in the workplace

OPTION 1

- Get perspective from others who have experienced the same kind of situation to be able to understand difficult employees.✓✓
- Act pro-actively if possible, as a staff/personnel problem is part of a manager's responsibilities.✓✓
- Regular meetings with supervisors/departmental heads should help to identify difficult/problem behaviour.✓✓
- Ask someone in authority for their input into the situation.✓✓
- Identify the type of personality which is creating the problem. ✓✓
- Meet privately with difficult employees, so that there are no distractions from other employees/issues.✓✓
- Make intentions and reasons for action known, so that difficult person/people feel at ease.✓✓
- Employees should be told what specific behaviours are acceptable by giving details about what is wrong/ unacceptable and also an opportunity to explain their behaviour.✓✓
- A deadline should be set for improving bad/difficult behaviour.✓✓
- The deadline date should be discussed with the difficult employee and his/her progress should be monitored/ assessed prior to the deadline.✓✓
- Guidelines for improvement should be given.✓✓
- Do not judge the person, but try to understand him/her/Understand his/her intentions and why he/she reacts in a certain way.✓✓


- Keep communication channels open/Encourage employees to communicate their grievances to management.√√
- Build rapport/sound relations by re-establishing personal connection with colleagues, instead of relying on e-mails/messaging/social media.√√
- Help difficult employees to be realistic about the task at hand.√√
- Remain calm and in control of the situation to get the person(s) to collaborate.√√
- Treat people with respect, irrespective of whether they are capable/competent or not.√√
- Sometimes it may be necessary to ignore and only monitor a difficult person.√√
- Identify and provide an appropriate support program to address areas of weakness.√√
- Any other relevant answer related to ways in which the business could deal with difficult people in the workplace.
- **NOTE: Award a maximum of TWO (2) marks for negative strategies.**

OR

OPTION 2

Dealing with difficult personalities

TYPE OF PERSONALITY	STRATEGY TO DEAL WITH A PERSONALITY
Complainer	<ul style="list-style-type: none"> - Listen to the complaints but do not acknowledge them.√√ - Interrupt the situation and move to the problem-solving process. √√ <p style="text-align: right;">Sub max (2)</p>
Indecisiveness	<ul style="list-style-type: none"> - Guide them through alternatives.√√ - Stay in control and emphasise the importance of making a decision.√√ - Help them make the decision or solve the problem.√√ <p style="text-align: right;">Sub max (2)</p>
Over-agree	<ul style="list-style-type: none"> - Be firm and do not let them make promises that they cannot keep.√√ - Follow up on their actions.√√ <p style="text-align: right;">Sub max (2)</p>
Negativity	<ul style="list-style-type: none"> - Be firm with them and do not let them draw the supervisor into their negativity.√√ - Listen to them but do not agree with them.√√ <p style="text-align: right;">Sub max (2)</p>
Expert	<ul style="list-style-type: none"> - Be firm and assertive.√√ - Do not accuse them of being incorrect/do not get caught in their game.√√ - Know your facts.√√ <p style="text-align: right;">Sub max (2)</p>
Quiet	<ul style="list-style-type: none"> - Do not fill their silence with words.√√

	<ul style="list-style-type: none"> - Wait for their response. ✓✓ - Prompt them through the process so that they can give input. ✓✓ - Restrict the time of the discussion. ✓✓ <p style="text-align: right;">Sub max (2)</p>
 Aggressive	<ul style="list-style-type: none"> - Allow them time to speak and blow off. ✓✓ - Be firm, but do not attack them. ✓✓ - Do not allow them to be hostile toward others. ✓✓ <p style="text-align: right;">Sub max (2)</p>
- Any other relevant answer related to ways in which businesses could deal with difficult people in the workplace.	

NOTE: 1. No marks should be awarded for only mentioning the types of personalities without a strategy.
2. The strategy must be linked to the type of personality.
3. Award a maximum of TWO (2) marks for dealing with EACH type of personality. **Max (8)**


10.6

Conclusion

- It is important that business understand the stages of team development so that they are able to manage conflict effectively. ✓✓
- Businesses should immediately identify the causes of conflict and ensure that conflict is resolved amicably in the workplace. ✓✓
- Business objectives can be achieved if conflict is resolved effectively. ✓✓
- Businesses must acknowledge employees' differences and develop strategies to deal with these differences. ✓✓
- Dealing with difficult personalities will enable businesses to find better ways to manage employees. ✓✓
- Any other relevant conclusion related to stages of team development/causes of conflict/conflict resolution/dealing with difficult people. **Any (1 x 2)**

(2)
[40]

QUESTION 10: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	<div style="text-align: center;"> Max 32  </div>
Benefits of a good quality management system	12	
Distinction between quality control and quality assurance	8	
Impact of TQM elements on large businesses o Total client/customer satisfaction o Continuous skills development	16	



o Adequate financing and capacity		
Ways in which TQM can reduce cost of quality	10	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all

QUESTION 11: BUSINESS ROLES (PROFESSIONALISM AND ETHICS)

(SCE/NSC 2019)

11.1

Introduction

- Businesses develop a Code of Ethics as a guide to make ethical decisions.✓
- Many businesses have a Code of Conduct that outlines the expected behaviour for their employees.✓
- Ethical and professional behaviour means that the highest legal and moral standards are upheld when dealing with stakeholders.✓
- Unethical business practices can have a negative impact on businesses.✓ Successful businesses have developed strategies to deal with unethical business practices.✓
- Ethical business practices treat all stakeholders honestly/fairly/respectfully.✓
- The King Code principles serve as a guideline on how businesses can conduct themselves ethically and professionally.✓
- Any other relevant introduction related to ethics/unethical/unprofessional business practices/application of King Code principles.

(2 x 1)

(2)

11.2

Meaning of ethical behavior

- Set of standards✓ of expected behaviour between the employer/employee/business partners.✓
- Set of values✓ that are morally acceptable when conducting business.✓
- Business practices that are acceptable✓ to society/group/community.✓
- Inherently forms part of the employees' ✓ code of conduct.✓
- Focus is on developing a moral compass✓ to use in decision making.✓
- Seeks to avoid harm✓ while promoting benefit to others.✓
- Any other relevant answer related to the meaning of ethics in the workplace.

Max


(8)

11.3 **Impact of fringe benefits on businesses**

Positives/Advantages

11.3.1 **Sexual harassment**

Challenges

- 
- A victim may be severely traumatised✓ and this may affect other employees' emotionally.✓
 - The affected party is normally reluctant to report the incident✓ due to fear of victimisation which can reduce productivity.✓
 - Businesses could lose female employees✓ and attract/retain less female applicants.✓
 - Sexual harassment causes discomfort/humiliation✓ and negatively affects work relations in the workplace.✓
 - The affected party may stay away✓ regularly from work. ✓
 - Any other relevant answer related to how sexual harassment can pose a challenge to businesses.
- Submax (4)**

11.3.2 **Abuse of work time**

Challenges

- It may result in employees' often✓ abusing work time.✓
 - Abuse of work time could result in losing customers✓ or not meeting deadlines.✓
 - Wasting time costs the business money✓ and affects productivity.✓
 - Abuse of work time results in a decline in profits✓ which could damage the financial wealth of the business.✓
 - Any other relevant answer related to how abuse of work time can pose a challenge to businesses.
- Submax (4)**

11.3.3 **Tax evasion/Taxation**


Challenges

- Some businesses submit fraudulent/incorrect returns to SARS✓ resulting to penalties.✓
 - Businesses may not be familiar with✓ the latest changes in tax legislation. ✓
 - They may pay heavy fines✓ for evading tax.✓
 - Tax evasion may negatively impact ✓ on the business image.✓
 - Businesses may lose key stakeholders✓ if the act of tax evasion is reported.✓
 - The accountant may charge high fees✓ for falsifying financial statements.✓
 - Any other relevant answer related to how tax evasion/taxation can pose a challenge to businesses.
- Submax (4)**

Max (12)

11.4 **Ways to deal with unethical/unprofessional business practices**

11.4.1 **Dealing with sexual harassment**

- 
- Implement internal complaints and disciplinary procedures.✓✓
 - Educate employers on sexual harassment matters.✓✓
 - Formulate a policy regarding sexual harassment.✓✓
 - Ensure that all employees are familiar with the code of ethics of sexual abuse.✓✓

- 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.✓✓
- Provide a framework for corrective action.✓✓
- 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 recommendation related to ways in which businesses can deal with sexual harassment as an unethical/unprofessional business practice. **Sub max (6)**

11.4.2 **Dealing with abuse of work time**

- Speak directly to those employees who abuse work time.✓✓
- Code of conduct/ethics should contain clear rules about abuse of work time.✓✓
- Conduct training on the contents of the code of conduct/ ethics.✓✓
- Code of conduct/ethics should be signed by all employees so that they are aware of its contents.✓✓
- Monitor employees to ensure that tasks are completed on time.✓✓
- Structure working hours in such a way that employees have free/flexible time for personal matters.✓✓
- Create a culture of responsibility/strengthen team spirit in order for all employees to feel responsible for what has to be achieved.✓✓
- Remind employees that profit will decrease resulting to less incentives/bonus pay-outs.✓✓
- Any other relevant recommendation related to ways in which businesses can deal with abuse of work time as an unethical/unprofessional business practice. **Sub max (6)**

11.4.3 **Dealing with tax evasion/taxation**


- Business should keep an accurate record of income statements/financial transactions.✓✓
- The employees' payroll needs to reflect accurate deductions according to the progressive tax system.✓✓
- VAT needs to be charged on VAT-able items.✓✓
- Submit the correct tax returns to SARS on time.✓✓
- All products should be correctly invoiced and recorded.✓✓
- Keep abreast with the latest SARS regulations and tax laws.✓✓
- Businesses that have evaded tax should apply for amnesty and declare their income.✓✓
- Effective systems to determine the appropriate amount of tax to be paid should be in place.✓✓
- Disclose all sources of income for tax payment purposes.✓✓
- Any other relevant recommendation related to ways in which businesses can deal with tax evasion/taxation as an unethical/unprofessional business practice.

Sub max (6)
Max (18)

NOTE: Award a maximum of TWO (2) marks for negative strategies in EACH unprofessional business practise.

11.5 **Application of King Code principles**

11.5.1 **Accountability**

- 
- 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 how businesses can apply accountability as a King Code principle for good corporate governance.

Sub max (4)

11.5.2 **Transparency**

- Decisions/Actions must be clear to all stakeholders. ✓✓
- Businesses should give details of shareholders' voting rights to them before/at the Annual General Meeting (AGM). ✓✓
- Business dealings/transactions must be open/honest. ✓✓
- Business policies and processes must be clear and understood by all stakeholders. ✓✓
- The board of directors must report on both the negative and positive impact of the business on the community/ environment. ✓✓
- Any other relevant answer related to how businesses can apply transparency as a King Code principle for good corporate governance.

Sub max (4)

Max (8)


11.6 **Conclusion**

- A business code of ethics/conduct should improve relationships and eliminate unethical business practices. ✓✓
- Employees who do not adhere to the code of ethics/conduct should face disciplinary actions. ✓✓
- Businesses can make use of good corporate governance to address issues that challenge professionalism and ethics in the workplace. ✓✓
- The King Code principles can be applied to all entities, private and public sectors. ✓✓
- Any other relevant conclusion related to ethics/professionalism/unethical business practices/application of King Code principles.

Max (2)

[40]

QUESTION 11: BREAKDOWN OF MARK ALLOCATION



DETAILS	MAXIMUM	TOTAL
Introduction	2	
Meaning of ethics in the workplace	8	



Challenges: o Sexual harassment o Abuse of work time o Tax evasion/Taxation	12	Max 32
Recommendations o Sexual harassment o Abuse of work time o Tax evasion/Taxation	18	
Application of King Code principles: o Accountability o Transparency	8	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL		40

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if some requirements are met.
 Allocate 0 marks where requirements are not met at all

QUESTION 12: BUSINESS ROLES (ECONOMIC RIGHTS AND ENVIRONMENTAL ISSUES) (SCE DBE 2018)

12.1

Introduction

- Economic rights form part of human rights that must be observed in the workplace. ✓
- Business operations may have a negative impact on the environment if there are no preventative measures put in place. ✓
- Businesses who have more than twenty employees must appoint one/more health and safety representatives after consultation with employees. ✓
- Employers and employees have the responsibility of ensuring that workplace environment is free of hazardous material. ✓
- Any other relevant introduction related to economic rights/responsibilities of employers and employees in protecting the workplace environment/roles of health and safety representatives/ways to protect the environment and human health.

(2 x 1)

(2)

12.2

Economic rights of employees in the workplace

- Free from forced labour. ✓✓
- Free to accept or choose work. ✓✓
- Fair wages/Equal pay/Equal pay for work of equal value. ✓✓
- Reasonable limitation of working hours. ✓✓
- Safe and healthy working conditions. ✓✓
- Join/form trade unions. ✓✓
- Right to participate in a legal strike. ✓✓




- Any other relevant answer related to the economic rights of employees in the workplace.

Max (10)

12.3

Responsibilities of employers and employees in protecting the workplace environment

Responsibilities of employers

- 
- Provide and maintain all the equipment[✓] that is necessary to perform the work. [✓]
 - Keep the systems to ensure that there will be no harmful impact[✓] on the health and safety of workers. [✓]
 - Reduce/Remove dangers to workers[✓] and provide personal protective clothing. [✓]
 - Ensure that that the workers' health is not damaged[✓] by hazards resulting from production/processing/storage/transportation of materials or equipment. [✓]
 - Employers must know where potential dangers might be[✓] and take measures to eliminate or limit the harm. [✓]
 - Workers must be informed/instructed/trained/and supervised[✓] to limit potential dangers to them[✓]/Emergency exit door signs[✓] should be visible to all employees.[✓]
 - Equipment must be used under the supervision[✓] of a designated trained worker.[✓]
 - Comply with safety laws which[✓] seek to promote healthy working environment. [✓]
 - Any other relevant answer related to the responsibilities of employers in protecting the workplace environment.

Sub max (6)

Responsibilities of employees


- Must take care of their own health[✓] and safety in the workplace. [✓]
- Co-operate and comply with the rules and procedures[✓] e.g. wear prescribed safety clothing. [✓]
- Report unsafe[✓] or unhealthy conditions. [✓]
- Report accidents[✓] to the employer by the end of the shift. [✓]
- Use prescribed[✓] safety equipment. [✓]
- Take reasonable care[✓] of their own safety. [✓]
- Inform the employer of any illness[✓] that may affect the ability to work. [✓]
- Any other relevant answer related to the responsibilities of employees in protecting the workplace environment.

Sub max (6)

Max (12)

12.4

Roles of health and safety representatives in protecting the workplace environment

- 
- Ensure that protective clothing[✓] is provided/available to all workers. [✓]
 - Identify[✓] potential dangers in the workplace. [✓]
 - Initiate/Promote/Maintain/Review measures[✓] to ensure the health and safety of workers. [✓]

- Check/Monitor the effectiveness of health and safety measures✓ with management. ✓
- Ensure that all equipment that is necessary to perform work✓ are provided/maintained regularly. ✓
- Promote safety training✓ so that employees may avoid potential dangers/act pro-actively. ✓
- Ensure that dangerous equipment is used✓ under the supervision of trained/qualified workers. ✓
- Ensure that workers' health and safety is not endangered✓ by hazards resulting from production/processing/storage/transportation of material/equipment. ✓
- Work together with the employer, to investigate any accidents/complaints from the workers✓ concerning health and safety in the workplace. ✓
- Ensure that employers comply✓ with COIDA. ✓
- Any other relevant answer related to the roles of health and safety representatives in protecting the workplace environment.

Max (12)

12.5 Ways to protect the environment and human health

- Laws and regulations should be adhered to so that profits are not generated at the expense of the environment. ✓✓
- Pollution and other environmental issues should always be considered in all business activities, e.g. safe disposal of waste/dumping of toxic waste✓✓, etc.
- Become involved in environmental awareness programs. ✓✓
- The environment can be protected by altering production techniques in favour of cleaner and greener technologies. ✓✓
- Water for human consumption should be tested before it is used. ✓✓
- Promote nature conservation by looking after natural resources. ✓✓
- Minimise pollution, by re-using, reducing and recycling. ✓✓
- Reduce consumption of goods/services which are environmentally unfriendly. ✓✓
- Register/Engage with recognised institutions/bodies that promote green peace. ✓✓
- Physical working conditions should always be worker friendly, safe and promote occupational health. ✓✓
- Physical working conditions, e.g. adequate lighting/ventilation should be available and functional. ✓✓
- Machines must be serviced/maintained regularly. ✓✓
- Educate people about hygiene issues. ✓✓
- Encourage employees to do regular health checks. ✓✓
- Any other relevant answer related to ways businesses can protect the environment and promote human health.

Max (12)

12.6 Conclusion

- Businesses should be cognisant of the economic rights of employees and strive to promote them. ✓✓

- Businesses must ensure that the health and safety representatives have necessary facilities/assistance/ training in order to represent their members effectively. ✓✓
- Businesses should assess/control/address all the physical, chemical and biological factors in the environment. ✓✓
- Environmental and human health are closely linked as human health depends on
 - environmental health. ✓✓
 - A polluted environment results in poor human health. ✓✓
- Employees must take responsibility for their own safety and avoid unnecessary injuries. ✓✓
- Any other relevant conclusion related to economic rights/responsibilities of employers and employees in protecting the workplace environment/roles of health and safety representatives/ways to protect environment and human health.

Max (2)

[40]

QUESTION 12: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Economic rights of employees	10	
Responsibilities of employers and employees in protecting the workplace environment	12	
Roles of health and safety representatives in protecting the workplace environment	12	
Ways to protect the environment and human health	12	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all

