

BUSINESS STUDIES



GRADE 12

BUSINESS ROLES

PAPER 2

HIGH FLYERS

70% - 100%



BUSINESS STUDIES – PAPER 2

TOPIC: BUSINESS ROLES

SUBTOPIC: ETHICS AND PROFESSIONALISM

INTRODUCTION

- Ethical behaviour and business practice are expected from every employee in the business
- Ethical and professional behaviour means that the highest legal and moral standards are upheld when dealing with stakeholders

Give practical examples of ethical and unethical behaviour

Ethical business practices	Unethical business practices
<ul style="list-style-type: none"> • Using fair advertising • Not using child labour • Treating all employees equally • Paying fair wages • Operating within the law 	<ul style="list-style-type: none"> • Unfair advertising • Pricing of goods in rural areas • Taxation/Tax evasion • Paying employees unfair wages • Disobeying the law

Give practical examples of professional and unprofessional behaviour

Professional business practice	Unprofessional business practice
<ul style="list-style-type: none"> • Good use of work time • Treating all people the same. • Using polite language to colleagues. • Keeping clients details confidential 	<ul style="list-style-type: none"> • Using rude/impolite language • Abuse of work time. • Unauthorised use of business resources. • Discussing clients' information/using clients' information for personal gain.

Outline the differences/Differentiate/Distinguish between ethical and professional behaviour.

Ethical behaviour	Professional behaviour
<ul style="list-style-type: none"> • Refers to the principles of right and wrong/acceptable in society. 	<ul style="list-style-type: none"> • Refers to what is right/wrong/acceptable in a business.
<ul style="list-style-type: none"> • Conforms to a set of values that are morally acceptable. 	<ul style="list-style-type: none"> • Set of standards of expected behaviour.
<ul style="list-style-type: none"> • Forms part of a code of conduct to guide employees to act ethically. 	<ul style="list-style-type: none"> • Applying a code of conduct of a profession or business.

Explain how businesses can apply the King Code principles of transparency, accountability and responsibility for good corporate governance to improve ethical business conduct.

Transparency

- Decisions/Actions must be clear to all stakeholders.
- Staffing and other processes should be open and transparent.



Accountability

- There must be regular communication between management and stakeholders.
- Businesses should be accountable/ responsible for their decisions/actions.

Responsibility

- The business/ board should develop and implement programmes that should be aimed at protecting the communities in which they operate.
- The business/ board should develop remedial programmes to protect the environment for example, reduce air and water pollution.

Suggest/Recommend 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.

Explain how the following types of unethical business practices pose challenges to businesses.

Unfair advertising

Challenges posed by unfair advertising as an unethical business practice

- Unfair advertisements could be harmful to consumers.
- Businesses can make unwise advertising choices when they are under pressure to increase their profits.

Recommend/Suggest ways/strategies in which businesses could deal with unfair advertising in the workplace as an unethical business practice

- Consumers must report unfair advertisements to the Advertising Standards Authority.
- Business should be encouraged to keep their advertising fair and in line with the constitution.

Pricing in rural areas

Challenges posed by pricing in rural areas as an unethical business practice

- 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.

Recommend/Suggest ways/strategies in which businesses could deal with Pricing in rural areas in the workplace as an unethical business practice

- Work together with suppliers to share delivery costs to remote rural areas.
- Charge fair/market related prices for goods and services.

Tax evasion

Challenges posed by taxation/tax evasion as an unethical business practice

- Businesses may pay heavy fines for evading tax.
- Tax evasion may negatively impact on the business image.

Recommend/Suggest ways/strategies in which businesses could deal with tax evasion in the workplace as an unethical business practice

- VAT needs to be charged on VAT-able items.
- Submit the correct tax returns to SARS on time.

Explain how the above mentioned types of unprofessional business practices pose challenges to businesses.

Sexual harassment

Challenges posed by sexual harassment as an unprofessional business practice

- The affected party may stay away regularly from work.
- Businesses could lose female employees and attract/retain less female applicants.

Recommend/Suggest ways/strategies in which businesses could deal with Sexual harassment in the workplace as an unprofessional business practice

- Educate employees on sexual harassment matters.
- Formulate a policy regarding sexual harassment

Unauthorised use of workplace funds and resources

Challenges posed by unauthorised use of workplace funds and resources as an unprofessional business practice

- Discourages investors as fraud and corruption increases the risk of investment.
- The business can experience substantial loss if it goes unchecked.

Recommend/Suggest ways/strategies in which businesses could deal with Unauthorised use of workplace funds and resources in the workplace as an unprofessional business practice

- Conduct regular audits.
- Educate employees about the impact of fraud

Abuse of work time

Challenges posed by abuse of work time in the workplace

- Abuse of work time could result in losing customers or not meeting deadlines.
- Wasting time costs the business money and affects productivity.

Recommend/Suggest ways/strategies in which businesses could deal with Abuse of work time in the workplace as an unprofessional business practice

- Speak directly to those employees who abuse work time.
- Monitor employees to ensure that tasks are completed on time.

CONCLUSION

- Employees who do not adhere to a code of ethics and conduct should be disciplined



BUSINESS STUDIES – PAPER 2

TOPIC: BUSINESS ROLES

SUBTOPIC: CREATIVE THINKING AND PROBLEM-SOLVING

INTRODUCTION

- Solving problems requires businesses to apply creative and critical thinking skills
- Businesses need to find ways to break out from routine thinking



PROBLEM SOLVING

Explain/Differentiate/Distinguish between problem-solving and decision making.

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

Explain/Advise/Discuss businesses on how they can apply the following problem solving steps

Identify the problem

- Identify the exact problem

Define the problem

- Define the possible causes of the problem

Identify alternative solutions

- Identify all different possible solutions

Evaluate alternative solutions

- Consider the advantages and disadvantages of each alternative solution.

Choose the best solution

- Identify which solution will be used

Formulate/Develop an action plan/strategy

- Establish a time line for implementation and set deadlines

Implement the action plan

- Carry out the planned actions/solution.

Evaluate the solution/action plan

- Monitor/test the solution/action plan/strategy continuously.



Explain/Advise businesses on how they can apply the following problem-solving techniques to solve complex business problems.

Application of the Delphi technique

- Businesses must invite a panel of experts to research the complaints from customers.
- Experts do not have to be in one place and will be contacted individually.
- Summarise the responses from the experts in a feedback report.
- The business should choose the best solution/proposal after reaching consensus.

Application of Force-Field Analysis

- Weigh up the positives and negatives then decide if the project is viable.
- Choose the force with the highest score as the solution.
- If the project is viable, find ways to increase the forces for change.
- Identify priorities and develop an action plan.

Application of Brainstorming

- Members state possible causes of the business problems.
- Set a time limit for each brainstorming session.
- Use each suggestion, to inspire new thoughts/ideas.
- All members of the group randomly make suggestions.

Application of Nominal-group technique

- The business must divide the employees into smaller groups.
- Encourage employees to ask clarity seeking questions.
- The business must eliminate ideas that are duplicated/ similar.
- Collect the ratings and calculate total points.

Discuss/Evaluate/Analyse the impact (positives/advantage and/or negatives disadvantages) of the above-mentioned problem-solving techniques.

Delphi technique

Positives/Advantages

- 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.
- It reduces noise levels in an office environment since there is no group discussion.

Negatives/Disadvantages

- It is an expensive technique to use due to high administrative costs.
- Not all experts are willing/interested to give feedback/complete questionnaires.
- Some experts might not have an in-depth knowledge of certain topics.
- May be time consuming/complicated to analyse data received from experts.



Force-Field Analysis

Positives/Advantages

- 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.

Negatives/Disadvantages

- Requires the participation of all business units.
- It is time consuming since the business must stabilise before more changes can be made.
- The analysis developed is entirely dependent upon the skill level and knowledge of the group working on the analysis.

Brainstorming

Positives/Advantages

- People get ideas from others and build on them.
- Stimulates creative thinking in the workplace.
- Better solutions are developed through collective contributions.
- Employees are motivated as they are allowed to contribute to problem solving.

Negatives/Disadvantages

- Some team members may dominate discussion.
- Discussion may result in conflict due to differences in opinion.
- Fear of criticism may prevent full participation in brainstorming sessions.
- It may lead to 'group think'/some individuals may not give their opinions.

Nominal group technique

Positives/Advantages

- It provides time to think about the question in silence before responding.
- Voting on the ideas is anonymous and may be more reliable/honest.
- Strong technique for preventing conformity to group pressure.
- It encourages participants to confront issues through constructive problem solving

Negatives/Disadvantages

- Small groups limit participation and are pre-selected.
- It is time consuming, as each member must make a presentation.
- Suggestions may not be as creative as when a group throws ideas around.
- Good ideas can be voted out because its potential cannot be developed further.



CREATIVE THINKING

Define/Elaborate on the meaning of creative thinking.

- Creative thinking is the ability to think of original and innovative ideas.
- It focuses on exploring ideas/generating possibilities and looking for many answers.

Explain the benefits/advantages of creative thinking in the workplace.

- Better/Unique/Unconventional ideas/solutions are generated.
- Complex business problems may be solved.
- Improves motivation amongst staff members.
- Management/employees may keep up with fast changing technology.

Explain/Recommend ways businesses can create an environment that promotes creative thinking.

- Encourage alternative ways of working/doing things.
- Encourage staff to come up with new ideas/opinions/solutions.
- Respond enthusiastically to all ideas and never let anyone feel less important.
- Place suggestion boxes around the workplace and keep communication channels open for new ideas.

CONCLUSION

- Creative thinking can help solve business problems successfully



BUSINESS STUDIES – PAPER 2

TOPIC: BUSINESS ROLES

SUBTOPIC: TEAM PERFORMANCE AND CONFLICT MANAGEMENT

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.



TEAM PERFORMANCE ASSESSMENT

Outline/Explain/Discuss the criteria for successful team performance

Interpersonal attitudes and behaviour

- Members have a positive attitude of support and motivation towards each other.
- Members are committed/passionate towards achieving a common goal/ objectives.

Shared values

- Shows loyalty/respect/trust towards team members despite differences.
- Shows respect for the knowledge/skills of other members.

Communication

- Quality feedback improves the morale of the team.
- Open/Honest discussions lead to effective solutions of problems.

Co-operation

- All members take part in decision making
- Willingness to co-operate as a unit to achieve team objectives.

Outline/Explain/Discuss the characteristics of successful team performance.

- There is a climate of respect/trust and honesty
- Share a set of team values and implement group decisions.
- Successful teams have sound intra-team relations
- Teams pay attention to the needs of the individual team members.

Explain/Describe/Discuss the above-mentioned stages of team development.

Forming stage

- 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.

Storming

- This stage is necessary/ important for the growth of the team.
- Some team members tolerate each other to survive this stage.



Norming

- Roles and responsibilities are clear and accepted.
- Conflict may occur, but commitment and unity are strong.

Performing stage

- They have direction without interference from the leader.
- Processes and structures are set.

Mourning stage

- The focus is on the completion of the task/ending the project.
- All tasks need to be completed before the team finally dissolves.

Describe/Explain/Discuss/Elaborate on the importance of team dynamic theories in improving team performance

- Team dynamic theories explain how effective teams work/operate.
- Businesses are able to allocate tasks according to the roles of team members.
- Conflict may be minimised when team members perform different roles.
- Team members with similar strengths may compete for team tasks/responsibilities that best suit their abilities/competencies.

CONFLICT RESOLUTION

Mention/Outline/Explain/Describe/Discuss causes of conflict in the workplace.

- Lack of proper communication between management and workers.
- Unfair disciplinary procedures, e.g. favouritism/nepotism.
- Constant changes may cause instability.
- Lack of clarity regarding employees' roles and responsibilities.

Explain/Advise businesses on how they should handle conflict in the workplace (Conflict resolution steps/techniques)

- Acknowledge that there is conflict in the workplace.
- Identify the cause of the conflict.
- Arrange a meeting between conflicting employers/employees.
- Select and implement the best solution.

DEALING WITH GRIEVANCES AND DIFFICULT PEOPLE/PERSONALITIES

Differentiate between grievance and conflict.

GRIEVANCE	CONFLICT
When an employee is unhappy/ has a problem/complaint in the workplace.	Clash of opinions/ideas/view points in the workplace.
It is when an individual/group has a work related issue.	Disagreement between two or more parties in the workplace.
Examples that can cause a grievance: Discrimination, unfair treatment, poor working conditions.	Examples that can cause conflict: A lack of trust/miscommunication/ personality clashes/different values.

Explain/Discuss the correct procedures to deal with grievances in the workplace.

- An aggrieved employee must verbally report the incident/grievance to his/her supervisor/manager, who needs to resolve the issue within 3 to 5 working days.
- 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.
- Top management should arrange a meeting with all relevant parties concerned.

CONCLUSION

- Business goals can be achieved if conflict is resolved effectively.

BUSINESS STUDIES – PAPER 2

TOPIC: BUSINESS ROLES

SUBTOPIC: HUMAN RIGHTS, INCLUSIVITY & ENVIRONMENTAL ISSUES

INTRODUCTION

- The business need to uphold/respect human rights as listed in the Constitution
- Human Rights are rights that everyone must enjoy by mere fact that they are human beings

HUMAN, ECONOMIC, SOCIAL AND CULTURAL RIGHTS

Recommend ways in which businesses could deal with the above-mentioned human rights in the workplace.

Privacy

- Businesses may not violate the rights of the employees and clients.
- They should not provide personal information about employees to anyone else.

Dignity

- Businesses must treat all employees with dignity/respect regardless of their socio-economic status.
- They should not force workers to do embarrassing or degrading work.

Equity

- Equal pay for work of equal value
- Managers should ensure that no employee suffers because of discrimination.

Freedom of speech and expression

- Businesses should allow open communication channels between management and employees.
- An employee should not be punished/discriminated against for voicing their opinion

Information

- Employees should be informed/updated as new information becomes available.
- Business needs to be transparent in their financial statements/Employees may request to see these statements with motivation.

Safety, security and protection of life

- Provide workers with protective clothing, e.g. gloves and footwear, etc.
- Comply with safety legislation such as COIDA/OHSA, etc.

Outline/Mention the economic rights of employees in the workplace.

- Free from forced labour
- Free to accept or choose work
- Join/Form trade unions
- Right to participate in a legal strike
- Equal pay for work of equal pay



Outline/Mention the social rights of employees in the workplace.

- Clean water
- Education
- Protection
- Health care

Recommend ways in which businesses could promote social rights in the workplace

- Businesses should ensure that employees have access to clean water/social security.
- Provide opportunities for skills training/basic education.
- Encourage employees to participate in special events, e.g. World Aids day.
- Register workers with UIF to provide adequate protection in the event of unemployment/illness.

Recommend ways in which businesses could promote cultural rights in the workplace

- Employees should be trained on cultural tolerance.
- Employ people from various cultural backgrounds.
- Encourage employees to participate in cultural activities.
- Regular cultural information sessions will help employees to respect each other's culture in the workplace

Explain the implication of equality, respect and dignity on businesses.

- Businesses should treat all their employees equally, regardless of their race/colour /age/ gender/disability, etc.
- All workers should have access to equal opportunities/positions/ resources.
- Mission statement should include values of equality/respect.
- Treat workers with respect/dignity by recognising work well done/the value of human capital.

Diversity in the workplace

Define/Elaborate on the meaning of diversity in the workplace.

- Diversity refers to the variety of people employed based on age/race/gender/ ethnic groups/disabilities/material wealth/personalities/how employees see themselves and others.
- Businesses employ people from different cultural backgrounds.

Recommend/Suggest ways in which businesses could deal with the above-mentioned diversity issues in the workplace.

Poverty

- Reward employees for services well-rendered.
- Supply free uniforms to employees for safety purposes

Race

- Implement affirmative action policies as required by law.
- No discrimination should be made based on skin colour.

Gender

- Males and females should be offered equal employment opportunities.
- Women should be employed to comply with EEA.

Language

- Provide training in the official language of the business.
- No worker should feel excluded in meetings conducted in one language only.

Age

- A business may not employ children aged 15 or younger
- Young employees must be advised to respect and learn from older employees.



Culture/Religion

- Businesses should acknowledge/respect cultural differences of employees.
- The business may not discriminate against employees on the grounds of their cultural background.

Disability/Physically challenged/People living with disability

- Employees should be trained on how to deal with colleagues with disabilities.
- Business should be well informed on how to deal with disabled employees.

Discuss the benefits of diversity in the workplace.

- Diversity in the workforce improves morale/motivation.
- Businesses with a diverse workforce are more likely to have a good public image and attract more customers.
- Diversified workforce can give businesses a competitive advantage, as they can render better services.
- Employees from different backgrounds can bring different perspectives to the business.

Environmental issues

Explain the responsibilities of employers in promoting human health and safety in the workplace.

- Provide and maintain all the equipment that is necessary to perform the work.
- Equipment must be used under the supervision of a designated trained worker
- Reduce/Remove dangers to workers and provide personal protective clothing
- Comply with safety laws which seek to promote a healthy working environment

Outline/Explain/Discuss the roles of the health and safety representatives in protecting the workplace environment

- Identify potential dangers in the workplace
- Investigating workers' complaints
- Ensure that employers comply with COIDA
- Ensure that protective clothing is provided /available to all workers.

Explain the responsibilities of workers/employees in promoting human health and safety in the workplace.

- Use prescribed safety equipment
- Report accidents to the employer by the end of the shift
- Inform the employer of any illness that may affect the ability to work.
- Workers should take care of their own health and safety in the workplace.

Recommend/Suggest strategies businesses may use to protect the environment and human health.

- Machines must be serviced/maintained regularly.
- Educate people about hygiene issues.
- Encourage employees to do regular health checks
- Minimise pollution, by re-using, reducing and recycling.



CONCLUSION

- The business can support/uphold human rights by promoting equality, respect and dignity in the workplace

BUSINESS STUDIES – PAPER 2

TOPIC: BUSINESS ROLES

SUBTOPIC: SOCIAL RESPONSIBILITY, CSR AND CSI

INTRODUCTION

- They should address socio-economic issues that affect business operations
- CSR programmes and CSI projects should be relevant to the needs of the community

SOCIAL RESPONSIBILITY

Define/Elaborate on the meaning of social responsibility.

- It is an obligation to work towards improving the welfare of society.
- It is the duty of all businesses to maintain a balance between the economy and the environment.

Define/Elaborate on the meaning of triple bottom line

- A triple bottom line means that businesses should focus on profit, people and planet.
- It is a way to measure business performance by evaluating its social, environmental and economic successes.

Explain the relationship/link between social responsibility and triple bottom line.

Profit

- Businesses should not make a profit at the expense of its community.

People

- Improve the life style/quality of life of their human resources/employees.

Planet

- Recycle/Re-use waste, e.g. packaging from recycled material.

Suggest ways in which a business project can contribute towards the community

- Charitable contributions to NGOs focused on the needs of the community.
- Involvement in the community education/homeless/health and other programmes.
- Train people within the community, especially the unemployed.
- Management could mentor new business owners to improve their efficiency and increase their profits.

Recommend/Suggest ways in which businesses can deal with the following socio-economic issues

HIV/Aids

- Conduct workshops on HIV/Aids programmes/campaigns.
- Encourage employees to join HIV/Aids support groups.

Unemployment

- Offer bursaries to the community to improve the level of education.
- Create jobs for members of the community.



Poverty

- Support poverty alleviation programmes that are offered by the government.
- Donate money/food parcels to local NGOs.

Explain/Recommend/Suggest ways in which businesses can contribute time and effort in improving the well-being of employees

- Provide recreational facilities for employees.
- Allow flexible working hours to enhance productivity.
- Provide transport for employees who work unusually long hours.
- Provide for employees' participation in decision making that affects them.

Explain/Recommend/Suggest ways in which businesses can contribute time and effort in improving the well-being of communities

- Business should improve the general quality of life of their community, e.g. invest in education, etc.
- Ensure that the products they supply do not harm consumers/the environment.
- Donate money to a community project/run a project to uplift the community.
- Provide recreational/sport facilities to promote social cohesion/healthy activities.

COPERATE SOCIAL RESPONSIBILITY/CSR

Describe/Explain the purpose of CSR

- CSR aims at creating a safe working environment for employees.
- CSR may take the form of a monetary donation to support local organisations

Identify/Name/Outline the components of CSR

- Environment
- Health and safety
- Employment equity
- Employees and customers
- Community

Explain/Discuss/Evaluate/Analyse the impact (positives/advantages and/or negatives/disadvantages) of CSR/CSI on businesses

Advantages/Positives

- Promotes customer loyalty resulting in more sales.
- CSI projects promote teamwork within businesses.
- The business enjoys the goodwill/support of communities.
- CSI helps to attract investors because of increased profits/income.

Negatives/Disadvantages

- It is difficult to accurately measure the effectiveness of social investment.
- Most managers are not trained/lack experience to handle social programmes.
- Businesses find it difficult to adhere to legislation governing CSI.
- Detailed reports must be drawn up, which can be time consuming.

Explain/Discuss/Evaluate/Analyse the impact (positives/advantages and/or negatives/disadvantages) of CSR/CSI on communities

Positives/Advantages

- Provision of bursaries encourages communities to improve their skills.
- Better educational facilities are established in poor communities.
- The standard of living of the community is uplifted/quality of life of communities is improved.
- The provision of medical infrastructure improves the health of communities.

Negatives/Disadvantages

- Businesses are not always equipped to address social problems.
- Communities tend to be dependent on CSR programmes and struggle to take their own initiatives.
- Businesses tend to focus on CSR programmes that does not directly benefit the community.
- Some businesses only participate in CSR initiatives to raise profit and do not really care for the community in which they operate.



COPERATE SOCIAL INVESTMENT /CSI

Describe/Explain the purpose of CSI.

- CSI projects play a positive role in the development of communities.
- CSI projects are long-term investment

Outline/Name CSI focus areas

- Community
- Rural development
- Employees
- Environment

Explain/Distinguish/Differentiate between CSR and CSI.

Corporate Social Responsibility(CSR)	Corporate Social Investment(CSI)
- The intention is to change business practices.	- Actively committing money and resources to uplift the community.
- Focus is on increasing image and profits.	- Focus is on the upliftment of community without return on investment.
- Often intended as a marketing initiative.	- Intended to benefit and uplift communities through social development.

CONCLUSION

- CSI projects allow businesses to influence people's lives in many ways

