BUSINESS STUDIES

GRADE 12

BUSINESS ROLES

PAPER 2

HIGH RISK LEARNERS

30% – 40%

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

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

Ethical behaviour	Professional behaviour
• Refers to the principles of right and wrong/acceptable in society.	• Refers to what is right/wrong/acceptable in a 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.
Accountability
- Businesses should be accountable for their actions
Responsibility
- The business should create and introduce programmes that should be aimed at protecting the communities in which they operate.

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

Explain how the following types of unethical business practices pose challenges to businesses
Unfair advertising
- Unfair advertisements could be harmful to consumers.
Pricing in rural areas
- Some businesses in the rural areas exploit their customers by adding much more than necessary to their prices.
Tax evasion
- Businesses may pay heavy fines for evading tax

Recommend/Suggest ways in which businesses could deal with above mentioned types of unethical business practices
Unfair advertising
- Consumers must report unfair advertisements to the Advertising Standards Authority.
Pricing in rural areas
- Work together with suppliers to share delivery costs to remote rural areas.
Tax evasion
- Submit the correct tax returns to SARS on time.

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

Sexual harassment
- The affected party may stay away regularly from work.

Unauthorised use of workplace funds and resources
- The business can experience substantial loss if it goes unchecked

Abuse of work time
- Wasting time costs the business money and affects productivity

Recommend/Suggest ways in which businesses could deal with following types of unethical business practices

Sexual harassment
- Educate employees on sexual harassment matters

Unauthorised use of workplace funds and resources
- Conduct regular audits.

Abuse of work time
- Speak directly to those employees who abuse work 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.

Identify/Name/Outline/Explain/Discuss the problem solving steps.
- Identify the problem.
- Define the problem.
- Identify possible solutions to the problem.
- Select the most appropriate alternative.
- Develop an action plan.

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

Delphi technique
- Experts do not have to be in one place and will be contacted individually.

Force-Field Analysis
- List all driving/pros and restraining/cons forces that will support and resist change.

Brainstorming
- Members state possible causes of the business problems

Nominal-group technique
- The business must divide the employees into smaller groups.

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

Delphi technique

Positives/Advantages
- Businesses may use a group of experts without bringing them together
- Information received from experts can be used to solve complex business problems.

Negatives/Disadvantages
- It is an expensive technique to use due to high administrative costs
- 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.

Negatives/Disadvantages
- Requires the participation of all business units.
- It is time consuming since the business must stabilise before more changes can be made.

Brainstorming

Positives/Advantages
- People get ideas from others and build on them.
- Stimulates creative thinking in the workplace.

Negatives/Disadvantages
- Some team members may dominate discussion.
- Discussion may result in conflict due to differences in opinion.

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.

Negatives/Disadvantages
- Small groups limit participation and are pre-selected.
- It is time consuming, as each member must make a presentation

CREATIVE THINKING

Define/Elaborate on the meaning of creative thinking.
- Creative thinking is the ability to think of original and innovative ideas.

Explain the benefits/advantages of creative thinking in the workplace.
- Complex business problems may be solved.
- Improves motivation amongst staff members.

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.

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.

Shared values
- Shows respect for the knowledge/skills of other members

Communication
- Quality feedback improves the morale of the team

Co-operation
- All members take part in decision making

Outline/Explain/Discuss the characteristics of successful team performance.
- There is a climate of respect/trust and honesty.
- Teams pay attention to the needs of the individual team members.

Explain/Describe/Discuss the above-mentioned stages of team development
Forming stage
- Teams are comfortable and polite with each other during this stage.

Storming
- Teams go through a period of unease/conflict after formation.

Norming
- Roles and responsibilities are clear and accepted.

Performing stage
- They have direction without interference from the leader.

Mourning stage
- The focus is on the completion of the task/ending the project.

Describe/Explain/Discuss/Elaborate on the importance of team dynamic theories in improving team performance
- Businesses are able to allocate tasks according to the roles of team members.
- Conflict may be minimised when team members perform different roles.

CONFLICT RESOLUTION

Mention/Outline/Explain/Describe/Discuss causes of conflict in the workplace
- Different opinions
- Unfair workload
- Unrealistic expectations
- Ignoring rules/procedures
- Poor communication

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.

DEALING WITH GRIEVANCES AND DIFFICULT PEOPLE/PERSONALITIES

Differentiate between grievance and conflict.

GRIEVANCE	CONFLICT
When an employee is unhappy in the workplace.	Clash of opinions in the workplace.

Explain/Discuss the correct procedures to deal with grievances in the workplace.
- A grievance hearing/meeting must be held with all relevant parties present.
- Top management should arrange a meeting with all relevant parties concerned.

Suggest/Recommend ways in which businesses can deal with the above mentioned difficult people/personalities in the workplace.

TYPE OF PERSONALITY	STRATEGY TO DEAL WITH A PERSONALITY
Complainer	• Listen to the complaints but do not acknowledge them
Indecisiveness	• Guide them through alternatives.
Over-agree	• Follow up on their actions
Negativity	• Listen to them but do not agree with them
Expert	• Know your facts.
Quiet	• Wait for their response
Aggressive	• Allow them time to speak and blow off

Explain/Suggest ways in which businesses can deal with difficult employees in the workplace.
- Identify the type of personality which is creating the problem.
- A deadline should be set for improving bad/difficult behaviour.

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

BUSINESS STUDIES – PAPER 2
TOPIC: BUSINESS ROLES
SUBTOPIC: HUMAN RIGHTS, INCLUSIVITY AND 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 following human rights in the workplace.

Privacy
- Businesses may not violate the rights of the employees and clients.

Dignity
- They should not force workers to do embarrassing or degrading work.

Equity
- Equal pay for work of equal value

Freedom of speech and expression
- An employee should not be punished/discriminated against for voicing their opinion

Information
- Employees should be informed/updated as new information becomes available.

Safety, security and protection of life
- Provide workers with protective clothing, e.g. gloves and footwear, 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.
- Provide opportunities for skills training/basic education.
- Encourage employees to participate in special events, e.g. World Aids day.

Recommend ways in which businesses could promote cultural rights in the workplace.
- Employ people from various cultural backgrounds.
- Encourage employees to participate in cultural activities.

Explain the implication of equality, respect and dignity on businesses.
- All workers should have access to equal opportunities/positions/ resources.
- Mission statement should include values of equality/respect.

DIVERSITY
Define/Elaborate on the meaning of diversity in the workplace.
- Businesses employ people from different cultural backgrounds.

Recommend/Suggest ways in which businesses could deal with the following diversity issues in the workplace.
Poverty
- Reward employees for services well-rendered.

Race
- No discrimination should be made based on skin colour

Gender
- Women should be employed to comply with EEA.

Language
- Provide training in the official language of the business.

Age
- A business may not employ children aged 15 or younger

Culture/Religion
- Businesses should acknowledge/respect cultural differences of employees.

Disability
- Employees should be trained on how to deal with colleagues with disabilities.

Discuss the benefits of diversity in the workplace.
- Diversity in the workforce improves morale/motivation.
- Diversified workforce can give businesses a competitive advantage, as they can render better services.

ENVIRONMENTAL FACTORS
Explain the responsibilities of employers in promoting human health and safety in the workplace.
- Equipment must be used under the supervision of a designated trained worker
- Reduce/Remove dangers to workers and provide personal protective clothing

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

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

Recommend/Suggest strategies businesses may use to protect the environment and human health.
- Machines must be serviced regularly.
- Educate people about hygiene issues

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, 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.

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.
- Train people within the community, especially the unemployed.

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

HIV/Aids
- Encourage employees to join HIV/Aids support groups.

Unemployment
- Create jobs for members of the community.

Poverty
- 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.
- Provide transport for employees who work unusually long hours.

Explain/Recommend/Suggest ways in which businesses can contribute time and effort in improving the well-being of communities.
- Donate money to a community project/run a project to uplift the community.
- Provide recreational/sport facilities to promote social cohesion/healthy activities.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

Describe/Explain the purpose of CSR

- CSR aims at creating a safe working environment for employees.

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.

Negatives/Disadvantages

- Most managers are not trained/lack experience to handle social programmes.
- Businesses find it difficult to adhere to legislation governing CSI.

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

Positives/Advantages

- Provision of bursaries encourages communities to improve their skills.
- quality of life of communities is improved.

Negatives/Disadvantages

- Businesses are not always equipped to address social problems.
- Businesses tend to focus on CSR programmes that does not directly benefit the community.

CORPORATE SOCIAL INVESTMENT (CSI)

Describe/Explain the purpose of CSI.

- 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	Corporate Social Investment
Focus is on increasing image and profits.	- Focus is on the upliftment of community without return on investment.

CONCLUSION

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