



KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

CURRICULUM GRADE 10 -12 DIRECTORATE

NCS (CAPS) SUPPORT

LAST PUSH LEARNER REVISION DOCUMENT

BUSINESS STUDIES: PAPER 1 & 2

GRADE 12

2024

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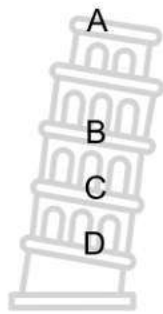
PAPER ONE

IMPACT OF RECENT LEGISLATION ON BUSINESSES

SECTION A

ACTIVITY 1

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question numbers (1.1.1 to 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.
- 1.1.1 The ... regulatory body that applies the National Credit Act, educate consumers about their rights.
- A debt counselling
 - B national credit provider
 - C national credit regulator
 - D national consumer commission
- 1.1.2 The ... makes provision for the establishment of CCMA and Bargaining Council.
- A National Credit Act, 2005 (Act 34 of 2005)
 - B Consumer Protection Act, 2008 (Act 68 of 2008)
 - C Employment Equity Act, 1998 (Act 55 of 1998)
 - D Labour Relations Act, 1995 (Act 66 of 1995)
- 1.1.3 The ... plays a significant role in ensuring that the South African workforce is skilled and contributes to the productivity and economic growth of the country.
- A Employment Equity Act, 1998 (Act 55 of 1998)
 - B Labour Relation Act, 1998 (Act 66 of 1998)
 - C Skills Development Act, 1998 (Act 97 of 1998)
 - D Human Resource Development Strategy
- 1.1.4 The purpose of ... applies to all casual and full time workers who become ill/injured/killed due to a workplace accident/diseases.



- A Compensation for Occupational Injuries and Diseases Amendment Act, 1998 (Act 61 of 1998)
- B Consumer Protection Act, 2008 (Act 68 of 2008)
- C Broad Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)
- D National Credit Act, 2005 (Act 34 of 2005)

1.1.5 This Act compels businesses to display the prices of all goods and services.

- A Consumer Protection Act, 2008 (Act 68 of 2008)
- B National Credit Act (NCA), 2005 (Act 34 of 2005)
- C Compensation for Occupational Injuries and Diseases Amendment Act (COIDA), 1997 (Act 61 of 1997)
- D Skills Development Act, 1998 (Act 97 of 1998) (5 × 2) (10)

1.2 Complete the following statements by using the words provided in the list below, Write only the words next to the question number. (1.2.1 to 1.2.5) in the answer book.

Human Resource; management control; collective agreement; maternity; bargaining council; learnerships; ownership; National Skills; parental; internship;.

- 1.2.1 A/an ... is formed by registered trade union and employer organisation in order to prevent/resolve labour dispute.
- 1.2.2 Southern Traders ensure that black females are represented in senior positions by applying ... as a BBBEE pillar.
- 1.2.3 An unpaid leave that the employee may claim from the Unemployment Insurance Fund is known as ... leave.
- 1.2.4 The ... development strategy that addresses skills shortages in South African workforce.
- 1.2.5 Sizwe Engineers offer ... as a structured learning program completed during work hours for a specific period of time.

(5 × 2) (10)

- 1.3. 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
<p>1.3.1 Black Economic Empowerment</p> <p>1.3.2 COIDA</p> <p>1.3.3 Consumer Protection Act</p> <p>1.3.4 Right to disclosure and information</p> <p>1.3.5 Employment Equity Act</p>	<p>A. promotes safety in the workplace</p> <p>B. ensures equal representation in the workplace through the implementation of affirmative action.</p> <p>C. governs the assessment, application and maintenance of credit granted by a credit provider to a consumer within the republic of South Africa.</p> <p>D. focus on five pillars which include sector of the society- especially the previous disadvantages people and previous disadvantages communities</p> <p>E. promotes collective bargaining in the workplace</p> <p>F. consumers have the right to be protected in lay-by agreements.</p> <p>G. focus only on three pillars that did not include all previous disadvantaged people</p>

	<p>H. it protects the economic interests of consumers by providing them information so that they make informed choices.</p> <p>I. if two prices for the same product are displayed, consumers should pay the lower price.</p> <p>J. ensures that social development is improved through economic development.</p>
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(5 × 2) (10)

ACTIVITY 2

- 2.1 Name any THREE pillars of Broad Based Black Economic Empowerment Act. (3)
- 2.2 Identify the provisions of the Basic Conditions of Employment Act 1997 that Somahorse Bakeries complied with in EACH case below:
- 2.2.1 Employees work on public holidays and paid at double the rate
- 2.2.2 Retrenched and dismissed employees for restructuring reasons are entitled to one week's severance pay for every year of service.
- 2.2.3 The management allows their employees to work on Sunday by agreement and get double pay.
- 2.2.4 Employees are not generally allowed to work more than 3 hours extra per day.
- 2.2.5 Employees are entitled to 3-5 days paid leave per year on request in the event of death of a life partner/parent/siblings etc. (5 × 2) (10)

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

TSHEPO TRANSPORTS (TT)

Tshepo Transports complies with the Labour Relations Act 66 of 1995 by protecting the rights of employees in the workplace. The trade union representative may take reasonable time off work with pay, to attend trade union duties. TT may dismiss employees who are engaged in an unprotected strike. Employees may refer unresolved workplace disputes to the CCMA.

- 2.3.1 Quote TWO rights of employees in terms of Labour Relations Act from the scenario above. (2)
- 2.3.2 Outline other rights of employees in terms of the Labour Relations Act. (4)
- 2.4 Explain how SETAs are funded. (6)
- 2.5 Discuss the impact of Compensation for Occupational Injuries and Diseases Act on businesses. (6)
- 2.6 Read the scenario below and answer the questions that follow.

LUMKA PROJECT (LP)

The management of Lumka Project reported all incidents that caused illness of employees in the workplace to the Compensation Commissioner. They also bribed one of their employees, not to report injuries sustained while performing his/her duties. The business also registered with the Compensation Commissioner.

- 2.6.1 Identify the Act that is applicable to LP in the scenario above. (2)
- 2.6.2 Quote TWO ways from the scenario in which LP can comply with the Act identified in QUESTION 2.6.1. (2)
- 2.6.3 Explain other ways in which LP can comply with the Act identified in QUESTION 2.6.1. (6)

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

JAKOBE GARDENS (JG)

Jakobe Gardens provides services for cutting and cleaning the grass of Mabuyeni community. The business ensures that employees who do the same work are paid equally.

2.7.1 Name the Act that is applied by Jakobe Garden in the scenario above. (2)

2.7.2 Discuss the impact of the Act identified in Question 2.7.1 on the business (6)

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

SISONKE FARMERS (SF)

Sisonke Farmers provides fruits and vegetables to a nearby community. SF contributed 1% of their payroll to fund the skills development programmes. SF provides a variety of business codes to improve employment equity. The management develops the business skills of small/black owned suppliers.

2.8.1 Identify TWO pillars of BBBEE implemented by Sisonke Famers.

Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.8.1

PILLARS	MOTIVATIONS
1.	
2.	

(6)

2.9 Distinguish between BEE and BBBEE. (4)

2.10 Discuss the impact of the Broad-Based Black Economic Act (53 of 2003) (6)

2.11 Read the scenario below and answer questions that follow.

BRANDEL CONSTRUCTION (BC)

The management of Brandel Construction complies with Consumer Protection Act, 68 of 2008. They allow customers to shop around for the best prices. Customers are also given a written warranty with their purchases.

2.11.1 Identify TWO consumer rights according to the Consumer Protection Act, applied by BC. Motivate your answer by quoting from scenario above
Use the table below as a GUIDE to answer QUESTION 2.11.1.

CONSUMER RIGHTS	MOTIVATION
1.	
2.	

(6)

2.12 Outline the rights of consumers in terms of the National Credit Act.

(6)

ACTIVITY 3.1

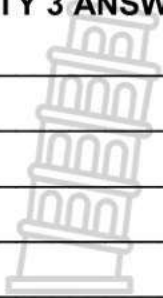
The Employment Equity Act create an enabling framework for acceptable employment practices. The implementation of EEA has a direct impact on the businesses. Businesses may face penalties for non-compliance to the EEA and are therefore obliged to comply with the requirements of the Act.

Write an essay on Employment Equity Act in which you include the following aspects:

- Outline the purpose of the Employment Equity Act.
- Explain the impact of the EEA on businesses.
- Discuss the penalties that businesses may face for not complying with EEA.
- Suggest ways in which business can comply with the EEA.

[40]

ACTIVITY 3 ANSWER SHEET





ACTIVITY 3.2

The government has established Sector Education and Training Authorities to ensure effective implementation of the Skills Development Act, 1998 (Act 97 of 1998). The management must ensure that all stakeholders in the business understand the purpose of the SDA. Businesses must ensure that they understand the impact of the Skills Development Act. Businesses are required to comply with this Act.

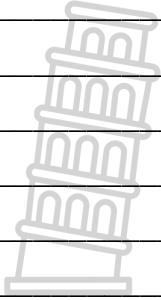
As an expert on recent legislation, write an essay on the following SDA aspects:

- Outline the role of SETAs in supporting the Skills Development Act.
- Explain the purpose of the Skills Development Act.
- Discuss the impact of the SDA on businesses.
- Suggest ways in which businesses can comply with the SDA.

[40]

ACTIVITY 3 ANSWER SHEET





BUSINESS STRATEGIES

ACTIVITY 1

1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number.

1.1.1 The most relevant industrial tool to analyse the micro environment.

- A Porter's five Forces model
- B PESTLE analysis
- C SWOT analysis
- D Kurt Model

1.1.2 Businesses conduct market research to get more information about their rivals. This is an example of ... Porter's Five Force model

- A threat of new entrants to the market
- B power of buyers
- C power of suppliers
- D power competitors

1.1.3 Businesses use diversification strategies in order to...

- A gain customer loyalty through effective promotion
- B increase sales and business growth
- C eliminate competitors and dominate market prices.
- D improved service delivery may positively impact sales.

1.1.4 Shaun Clothing Manufactures have taken over their supplier of textile. This is an example of ... integration strategy

- A forward
- B backward
- C vertical
- D conglomerate

1.1.5 Thembi Ltd used the ... integration strategy when they aim is to reduce the threat of competition/substitute products/services.

- A backward
- B forward
- C concentric
- D horizontal

(5 × 2) (10)

- 1.2 Complete the following statements using the words provided in the list below. Write only the word(s) next to the question number.

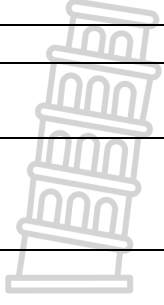
threats of new entrants; SWOT; PESTLE; competitor; strategy; liquidation; suppliers; plan; divestiture; threat of substitution.

- 1.2.1 The ... vertical integration strategy is used when a business combines with the distributor of their product.
- 1.2.2 Nelly Manufacturers produces food spices unique from other manufacturer. This is known as power ofas one of the porters five forces model.
- 1.2.3 Derick enterprises used ... as part of a defensive strategy when they stopped operating and sold all their assets to pay off debts.
- 1.2.4 Businesses selling the same/similar products/services.
- 1.2.5 A/Anis a long-term plan of action to achieve a goal.

(5 × 2) (10)

- 1.3 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 Conglomerate diversification	A. business takes over their suppliers.
1.3.2 Strategic management process	B. long term process that excludes Porter's Five Forces.
1.3.3 Concentric diversification	C. the business adds new products that are unrelated to the existing products but appeal to new customers or new group of customers.
1.3.4 Market penetration	D. tools available for environmental scanning which includes the industrial tools.
1.3.5 Backward integration	E. the business adds new products that are unrelated to the existing products but appeal to existing/current customers.
	F. business add new products that are related to the existing product and

	appeal to existing customers.
	G. business takes over their distributors.
	H. business focus on selling existing product into existing market.
	I. business add new products that are related to the existing product and appeal to new customers.
	J. business focus on selling new product into existing market.

(5 × 2) (10)

ACTIVITY 2

2.1 Identify the type of defensive strategy that Sindi Constructions applied in EACH statement below:

- 2.1.1 All assets were sold to pay off debts.
- 2.1.2 They terminated the employment contracts of many employees to reduce costs.
- 2.1.3 Management decided to close their unproductive information technology department

(6)

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

STAR HOTEL (SH)

The management of Star Hotel want to improve their strategic management process. They conducted an environmental scanning and identified the following challenges:

- SH is in an area where the unemployment rate is high.
- Recent hikes in interest have negative impact on business.
- Employees do not possess the necessary skills to operate new technology.

2.2.1 Identify THREE PESTLE factors that pose a challenge to SH.

Motivate your answer by quoting from the scenario.

(9)

Use the table below as a GUIDE to answer QUESTION 2.2.1

PESTLE FACTORS	MOTIVATIONS
1.	
2.	
3.	

2.2.2 Suggest ways in which businesses can deal with challenges posed by THREE PESTLE factors identified in QUESTION 2.2.1.

(6)

Use the table below as a GUIDE to answer QUESTION 2.2.2

	PESTLE FACTORS	RECOMMENDATIONS
1		
2		
3		

2.2.3 Explain other factors that may pose a challenge to SH. (6)

2.3 Identify the PESTLE element that pose a challenge to Zama Manufacturer (ZM) in EACH statement below:

- 2.3.1 The packaging material Zama Manufacturer uses cannot be recycled.
- 2.3.2 Zama Manufacturer is struggling to make the monthly payment on their loan due to high interest rate.
- 2.3.3 ZM employees are unable to operate modern machinery that has been purchased. (6)

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

DENIS KITCHEN (DK)

Denis owns fat cooks kitchen, which specialises in selling fat cooks at a reasonable price. The school in the neighbourhood has invited Denis to come and sell his fat cooks at a career exhibition. Denis uses an old cash register that does not always record all cash transaction. The bakery that supplies Denis with bread also increased their prices due to inflation. Denis's business is situated in a high crime area.

2.4.1 Compile a SWOT analysis for Denis. (8)

2.5 Discuss the advantages of diversification strategies (6)

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

JOHN ENGINEERS (JE)

John Engineers are responsible for inspecting housing projects. The management of JE set specific dates for control and follow up as part of their inspection programme. JE identified opportunities by conducting environmental scanning analysis. They also implement corrective actions when deviations occur.

2.6.1 Quote TWO steps in strategy evaluation implemented by JE from the scenario above. (2)

2.6.2 Explain other steps in strategy evaluation. (6)

2.7 Discuss any TWO types of integration strategy. (6)

SECTION C – ESSAY ACTIVITY 3

Businesses realise the importance of the strategic management process when devising suitable business strategies. Management must familiarise themselves with the use of diversification strategies. All employees must be made to understand the application of Porters Five Forces. Businesses need to evaluate their strategies to maximise profitability and sustainability

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

- Outline the strategic management process.
- Discuss THREE types of diversification strategies.
- Explain how businesses could apply the following Porter's Five Forces model to

analyse their position in the market environment:

- Power of suppliers
- Threat of substitution/Substitutes.
- Advise businesses on the steps they should consider when evaluating strategies.

[40]

ACTIVITY 3 ANSWER SHEET





BUSINESS SECTORS AND THEIR ENVIRONMENTS

SECTION A

ACTIVITY 1

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

1.1.1 The ... sector deals with the extraction of raw materials from nature.

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

1.1.2 Goldy Manufacturers operates in the ... sector.

- A primary
- B tertiary
- C private
- D secondary


1.1.3 Shortage of suppliers is a challenge that emanate from the ... environment.

- A market
- B micro
- C macro
- D sector

1.1.4 A challenge classified under the micro environment, is ...

- A demographics and psychographics
- B changes in consumer behaviour
- C so-cultural factors
- D difficult employees

1.1.5 VZ Traders have ... control over lack of vision and mission.

- 
- A no
 - B some
 - C full
 - D little

(5 × 2) (10)

SECTION B

ACTIVITY 2

2.1 Name THREE types of business sectors.

(3)

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

AGRO FRUIT (AF)

Agro Fruit has been growing and harvesting fruit for the past 10 years. They have noticed that a number of their staff have been leaving the business for better jobs. AF compete with a new fruit supplier who has recently opened on the market. AF has been experiencing a decline in customers, as the number of their customers have become unemployed over the last 3 months.

2.2.1 Quote THREE challenges that AF is experiencing from the scenario above.

(3)

2.2.2 Classify AF's challenges according to the THREE business environments.

(3)

2.2.3 State the extent of control AF has over EACH business environment named in QUESTION 2.2.2.

(3)

Use the table below as a GUIDE to answer QUESTION 2.2.1 – 2.2.3.

CHALLENGES (2.2.1)	BUSINESS ENVIRONMENTS (2.2.2)	EXTENT OF CONTROL (2.2.3)
1.		
2.		
3.		

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

PORT LOGISTICS (PL)

Port Logistics deals with the distribution of fruits to different outlets.

Recently, PM has introduced fruits salad to their production line.

- 2.3.1 Identify the business sector in which PM operates from the scenario above. Motivate your answer by quoting from the scenario. (3)
- 2.3.2 Discuss other TWO business sectors. (6)

HUMAN RESOURCES FUNCTION

SECTION A

ACTIVITY 1

1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A – D) next to the question numbers (1.1.1 to 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 K

1.1.1 A ... is a tool used by the human resource function to obtain and analyze information about the business's workforce so that they can place the right person in the right job.

- A job description
- B job specification
- C job analysis
- D job needs

1.1.2 During ... Thandeka Traders checks application documents against the requirements of the job.

- A screening
- B placement
- C induction
- D recruitment

1.1.3 The negative impact of ... is that the business may incur additional costs that may result in cash flow problems.

- A remuneration
- B fringe benefits
- C salary payments
- D employer benefits

1.1.4 Walter Manufacturers ensures that ... of new employees are conducted by allowing them to familiarize themselves with their new physical work environment.

- A placement

- B recruitment
- C selection
- D induction

1.1.5 An implication of ... on Human resource function, is that it promotes resolution of labour disputes.

- A Labour Relations Act
- B Basic Conditions of Employment Act
- C Employment Equity Act
- D Skills Development Act

(5 × 2) (10)

1.2 Complete the following statements by using the word(s) 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.

interviewer; internal; recruitment; employment equity plan; time-related; employment contract; selection; interviewee; external; piecemeal

1.2.1 Toronto Traders implements ... recruitment, as it is quicker to fill a post.

1.2.2 An ... must book and prepare the venue for an interview.

1.2.3 Lefa Wholesalers uses a fair assessment criteria on which ... will be based.

1.2.4 The human resource manager must draw an ... that will be legally binding to both employer and employee.

1.2.5 Zondi Manufacturers uses the ... method of payment, as their workers are paid according to the number of items produced.

(5 × 2) (10)

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

COLUMN A	COLUMN B
1.3.1 Job specification	A. process used to identify vacancies in the business and attract suitable candidates.
1.3.2 Induction	B. written description of the job and its requirements and duties.
1.3.3 Recruitment	C. increased productivity and quality of service.
1.3.4 Interviewee	D. allocates the same amount of time to each candidate.
1.3.5 Skill Development Act	E. human resources manager, should ensure that only older employees receive training.
	F. process used to compile a shortlist of potential candidates.
	G. make new employees feel welcome by introducing them to their physical work space.
	H. know your strengths and weaknesses and be prepared to discuss it.
	I. human resources manager should ensure training in the workplace is formalized.
	J. written description of specific qualifications required to do the job.

(5 × 2) (10)

SECTION B

ACTIVITY 2

2.1 Name any THREE sources of external recruitment. (3)

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

BEST PLUMBERS (BP)

Best Plumbers have been in operation for the past eight years. They provide quality services to their customers which lead to a strong customer base. BP pays its workers according to the number of hours worked.

2.2.1 Identify the salary determination method used by Best Plumbers in the scenario above. (2)

2.2.2 Explain the other salary determination method that can be used by BP. (3)

2.3 Discuss the reasons for the termination of an employment contract. (6)

2.4 Advise businesses on the link between salary determination and BCEA. (4)

2.5 Outline the meaning of recruitment. (4)

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

TALLON TRADERS (TT)

Tallon Traders sells quality shoes. Freddy has been recently placed in the management position. Specific responsibilities of the new position were outlined to Freddy. TT also implements equal pay for work of equal value. Freddy was subjected to psychometric tests to determine his strengths and weaknesses for the job.

2.6.1 Quote TWO placement procedures from the scenario above. (2)

2.7 Elaborate on the meaning of placement. (4)

2.8 Describe the importance of training/skills development in human resources. (6)

2.9 Advise businesses on the legalities of an employment contract. (4)

SECTION C

ACTIVITY 3

The human resources manager should understand the purpose of interviews. HR managers should also be aware of Unemployment Insurance Fund as this benefit is required by law. They should also recognize the impact of fringe benefits and the implications of Employment Equity Act on the business.

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

- Outline the purpose of an interview.
- Explain Unemployment Insurance Fund as a benefit required by law.
- Discuss the impact of fringe benefits on businesses.
- Advise businesses on the implications of Employment Equity Act on the human resources function.

[40]

ACTIVITY 3 ANSWER SHEET





QUALITY OF PERFORMANCE

SECTION A

ACTIVITY 1

1.1 Various options are provided as possible answers to the following questions.

Choose the answer and write only the letter (A-D) next to the question numbers (1.1.1 to 1.1.4) in the ANSWER BOOK, e.g. 1.1.5 D

1.1.1 The benefits of a good quality management system to businesses include ...

- A high rate of employee turnover
- B decline in business sales
- C improved image of the business as there are less returns
- D setting unrealistic deadlines that may not be achieved

1.1.2 Ngcebo Fashion implemented debt collection policies to monitor cash flow. This is a quality indicator of a/an ... function.

- A marketing
- B financial
- C administration
- D purchasing

1.1.3 Human resources manager of Kumar Traders ensured that training programmes are relevant to increase customer satisfaction. This is a positive impact of ... on businesses as a TQM element.

- A continuous skills development
- B continuous improvement to processes and systems.
- C adequate financing and capacity.
- D monitoring and evaluating quality processes

1.1.4 An integrated methodology applied throughout the organisation, which helps businesses to design quality products.

- A Quality management system
- B Quality management
- C Quality
- D Total Quality Management

(4 × 2) (8)

- 1.2 Complete the following statements by using the word(s) provided in the list below. Write only the word(s) next to the question numbers (1.2.1 to 1.2.3) in the ANSWER BOOK.

administration; do; performance; check; public relations; assurance


- 1.2.1 Lindy Construction used ... as a PDCA cycle step to assess whether things are going according to plan.
- 1.2.2 Quality ... ensures that every process is aimed at getting the product right the first time and prevents mistakes from happening again.
- 1.2.3 Tim Manufacturers donated fifty computers to a local school. This is an example of quality indicator of ... function.

(3 × 2) (6)

- 1.3 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 1.3.4) in the ANSWER BOOK e.g. 1.3.5 I

COLUMN A	COLUMN B
1.3.1 Production function	A. buy raw material in bulk at lower prices.
1.3.2 Administration function	B. quality is measured through physical product.
1.3.3 Quality performance	C. provides high quality services /goods according to specifications.
1.3.4 Total client satisfaction	D. ensure that all departments meet their targets.
	E. continuously promote business image.

	<p>F. the efficiency of services and the ability to provide an effective outcome without too many delays.</p> <p>G. increase employees morale.</p> <p>H. make relevant information available for quick decision-making.</p>
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(4 × 2) (8)

SECTION B

ACTIVITY 2

- 2.1 Elaborate on the meaning of quality control. (4)
- 2.2 Explain the differences between quality management and quality performance. (4)
- 2.3 Read the scenario below and answer questions that follow.

LINGOMSO MANUFACTURERS (LM)

Lingomso Manufacturers produces office equipment. They always ensure that their products and services rendered satisfy the specific needs of their customers. LM uses a particular framework in order to manage their key processes so they can meet the correct standards.

- 2.3.1 Identify TWO quality concepts applicable in the scenario above. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.3.1 above.

QUALITY CONCEPT	MOTIVATION
1.	
2.	

(6)

- 2.4 Discuss the advantages of good quality management system to businesses. (6)

2.5 Identify the business functions applicable to Siza's Boutique in **EACH** statements below:

2.5.1 The owner constantly learns about changes in the business environment on an on-going basis.

2.5.2 The business invests surplus funds to create sources of passive income. (4)

2.6 Advise businesses on how quality of performance can contribute to the success of the following business functions:

2.6.1 Purchasing (4)

2.6.2 Human resources (4)

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

JOMO LTD (JL)

The management of Jomo Ltd ensures that all departments meet their deadlines. Employees in other departments are responsible for ensuring that fast and reliable data capturing systems. They also ensure efficient use of modern technology.

2.7.1 Quote TWO quality indicators of the administration function from the scenario above. (2)

2.7.2 Suggest other quality indicators of the administration function. (4)

2.8 Identify the TQM elements applicable in EACH of the following statements:

2.8.1 Coco Traders is able to afford product research to gather information.

2.8.2 Dan Manufacturers takes longer to detect problems or respond to weaknesses. (4)

2.9 Read the following scenario and answer the questions that follow.

KINGS STEELWORKS (KS)

Kings Steelworks melts and moulds iron ore to make iron pipes and wires. The management allows for quality control checks and procedures at key points. KS improve the quality of products through regular reviews of quality processes. This has ensured that there is no duplication of activities in the workplace.

2.9.1 Quote TWO roles of quality circles from the scenario above. (2)

2.9.2 Discuss other roles of quality circles as part of continuous improvement to processes and systems. (6)

2.10 Describe any TWO PDCA cycle steps in improving the quality of products. (6)

2.11 Evaluate the impact of adequate financing and capacity as a TQM element on large businesses. (8)

SECTION C

ACTIVITY 3

Total Quality Management can have numerous benefits for businesses, but if poorly implemented it can have negative impact on businesses. The management should therefore strive to minimise quality costs at all times. Businesses should take note of the impact of TQM elements on large businesses. The management should be well conversant with the general management quality indicators to ensure that all standards are maintained.

Write an essay on quality of performance based on the following aspects:

- Outline the impact of TQM if poorly implemented by businesses.
- Explain ways in which businesses can reduce cost of quality
- Discuss the impact of the following TQM elements on large businesses:
 - Continuous improvement to processes and systems
 - Monitoring and evaluating quality process.
- Suggest quality indicators of general management function.

[40]

ACTIVITY 3 ANSWER SHEET







PAPER TWO

MANAGEMENT AND LEADERSHIP

SECTION A

ACTIVITY 1

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1–1.1.5) in the ANSWER BOOK, for example 1.1.6 D.
- 1.1.1 Mark applied the ... leadership style when he invited the team members to contribute ideas and participate in the decision-making process.
- A democratic
 - B autocratic
 - C charismatic
 - D transactional
- 1.1.2 Vusi applied the leadership style when he rewarded employees to devise alternative strategies to find more efficient ways to use available resources.
- A situational
 - B leaders and followers
 - C transformational
 - D transactional
- 1.1.3 Leaders use their personality to inspire and motivate employees.
- A Transformational leadership theory
 - B Autocratic leadership style
 - C Charismatic leadership style
 - D transactional leadership style
- 1.1.4 The ability of an individual or a group of individuals to influence and guide followers or other members of an organisation.
- A management
 - B followers
 - C leadership
 - D charismatic
- 1.1.5 The laissez-faire leadership style is applicable to the following situations:
- A cooperation is needed between the leader and the team
 - B clear guidance can be given to low skills/inexperienced/ new staff
 - C motivate employees as the leader is energetic
 - D team need to improve/develop leadership skills
- (5x2) (10)

1.2 Choose a description from COLUMN B that matches the term/s in COLUMN A.

Write only the letter (A–D) next to the question number (1.2.1–1.2.5) in the

ANSWER BOOK, e.g. 1.2.6 K

COLUMN A	COLUMN B
1.2.1 Situational leadership theory	A. the leader is an expert in selling vision to achieve excellent results.
1.2.2 Management	B. leaders reward the positive behaviour of their employees.
1.2.3. Democratic leadership style	C. it is innate, cannot be taught and an in-born trait.
1.2.4. Charismatic leadership style	D. use power because of the position of authority.
1.2.5. Transformational	E. leaders analyse the business objectives to choose an appropriate leadership style.
	F. the manner in which the leader relates him/herself to his employees.
	G. two-way communication ensures group commitment.
	H. helps to guide the business through change.
	I. there is a one-sided communication line from the top.
	J. there is an element of trust and respect between subordinates and leader.

(5 X 2) (10)

- 1.3 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number in the ANSWER BOOK.

laissez faire; democratic ; transactional ; leaders and followers; ; autocratic; transformational; charismatic; situational

- 1.3.1 Samkelo applies ...leadership style as he takes decision alone without consulting subordinates.
- 1.3.2 The ...leadership style is applied when tasks are delegated to workers without any supervision.
- 1.3.3 The leadership style where employees know what is expected of them.
- 1.3.4 The leadership theory where leaders have strong, charismatic personalities and are very good at motivating staff to achieve results. (2 × 4) (8)

ACTIVITY 2

- 2.1 Identify the leadership style that is applied by management of Thirst Inc. in the statements below.

- 2.1.1 Financial manager uses his personality to inspire employees to do more than what is normally expected.
- 2.1.2 The director requested experienced employees to share ideas when important decisions need to be made.
- 2.1.3 Employees may choose their own work methods as long as they do not violate the company's policies. (6)

- 2.2 Outline the differences between management and leadership. (4)

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

JUICY JAY (JJ)

Juicy Jay manufactures healthy smoothies from organic fruits and vegetables. Joleen the owner, encourages her employees to explore opportunities

2.3.1 Identify the leadership theory that is applicable to by Jucy Jay in the scenario above. Motivate your answer by quoting from the scenario. (3)

2.4 Advise businesses on the impact of laissez-faire leadership style. (4)

SECTION C

ACTIVITY 3 BUSINESS VENTURES (LEADERSHIP AND MANAGEMENT)

Leaders often adopt democratic or autocratic styles to manage the businesses. Good leaders recognize the importance of change and utilize transformational theory to maintain continuity and drive business success. A leader's personal attitude plays a crucial role in their success. Effective use of the transactional leadership style requires a leader to understand its impact.

Write an essay on leadership and management based on the following aspects:

- Outline the differences between autocratic and democratic leadership style.
- Describe transformational as a leadership theory
- Discuss the role of personal attitude in sucessful leadership.
- Advise businesses om the impact of transactional leadership style. [40]

ACTIVITY 3 ANSWER SHEET





INVESTMENT: SECURITIES

SECTION A

ACTIVITY 1

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A-D) next to the question number (1.1.1 – 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.
- 1.1.1 The banking fees in this investment opportunity are shared by the members, resulting in low cost of investment per member.
- A Managed portfolio
 - B 32-day notice account
 - C Debentures
 - D Mutual funds/Stokvel
- 1.1.2 The fund manager collects and creates a portfolio of investments and assets. This refers to ...
- A shares
 - B unit trusts
 - C fixed deposit
 - D Government/RSA retail savings bonds
- 1.1.3 Shareholders of ... shares will receive their dividends at a fixed rate even if the profit is large.
- A preference
 - B founders
 - C bonus
 - D ordinary

1.1.4 Nozinhle Health Spa may raise borrowed capital from the public by issuing ...

- A loans
- B lump-sum
- C debentures
- D managed portfolios

1.1.5 This form of investment requires investors to have a valid SA identification which may discourage foreigners to invest.

- A shares
- B unit trusts
- C fixed deposit
- D Government/RSA retail savings bonds

(5 × 2) (10)

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

simple; shares; liquidity; risk; compound; interest; inflation; taxation;
RSA retail savings bonds; dividends

1.2.1 The compulsory payment made by citizens to the government is referred to as ...

1.2.2 The ... interest is calculated on the principal amount including all interest during past periods.

1.2.3 The chance that the invested amount may reduce in value over a period of time due to unforeseen circumstances refers to ...

1.2.4 Investors can conveniently obtain the ... directly from the National Treasury.

1.2.5 Blessing will receive ... as the return on an investment in shares which is paid regularly by a company to its shareholders.

(5 x 2) (10)

SECTION B

ACTIVITY 2

2.1 Identify the types of shares from the statements below.

2.1.1 These shares are issued to shareholders who started the company.

2.1.2 Shares are issued to shareholders as compensation for loss of dividends.

2.1.3 Shareholders receive their dividends before others can be paid. (6)

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

ROBERT BAKERY (RB)

Robert Bakery is famous for baking an assortment of cakes. RB is considering an investment managed by a fund manager who buys shares on the JSE).

2.2.1 Identify the form of investment applicable to RB from the scenario above. (2)

2.2.2 Explain the impact of the form of investment identified in QUESTION 2.2.1. (6)

2.3 Read the scenario below and answer the questions that follow

AMANDA DECOR (AD)

Amanda Decor provides the latest decorations for various events. AD plans to invest a portion of the profits. AD seeks an investment that has short investment period, and high return on investment.

2.3.1 Name TWO factors that should be considered when making an investment from the above scenario. (4)

2.3.2 Discuss any ONE of the factors identified in QUESTION 2.3.1. (6)

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

ALPHAS CONSTRUCTION (AC)

Alphas Construction is considering investing R18 000.00 in a fixed deposit for 24 months. AC has consulted with two banks: Lina Bank, which offers a 18% annual simple interest rate, and Ulu Bank, which provides an 18% annual compounded interest rate.

2.4.1 Calculate the amount of interest AC will receive after 24 months if it invests with Lina Bank. (3)

2.4.2 Calculate the interest amount AC will receive after 24 months if it invests with Ulu Bank. (4)

2.4.3 Recommend the best investment option for AC. Motivate your answer. (2)

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

ZENZELE ENTERPRISES (ZE)

Zenzele Enterprises has issued various types of preference shares. Some investors purchased shares that do not entitle them to past dividends. Others bought shares that entitled them to share in any company surplus profits.

2.5.1 Identify TWO types of preference shares offered by ZE. Motivate your answer by quoting from the scenario above. (6)

Use the table as a guide to answer QUESTION 2.5.1

TYPES OF PREFERENCE SHARES	MOTIVATION
1.	
2.	

ACTIVITY 3

The Johannesburg Securities Exchange (JSE) provides a platform for investors to trade in shares. The investors should know the differences between ordinary shares and preference shares. Therefore, it is crucial for potential investors to understand the different types of investments opportunities available. Investors should consider the impact of unit trust as a form of investment.

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

- Outline the functions of the JSE.
- Distinguish between ordinary and preference shares.
- Discuss the following types of investment opportunities and their risk factors:
 - Managed Portfolio
 - Debentures
- Evaluate the impact of the Unit Trust as a form of investment.

[40]

ACTIVITY 3 ANSWER SHEET





INVESTMENT: INSURANCE

ACTIVITY 1

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

1.1.1 Lungile will receive a lump sum upon reaching a specific age. This refers to the insurance principle of ...

- A indemnification
- B insurable interest
- C utmost good faith
- D security

1.1.2 Zethu's property was restored to almost the same financial position as before the loss occurred. This is known as ...

- A average clause
- B over-insurance
- C reinstatement
- D under-insurance

1.1.3 Losses due to ... are risks that cannot be insured

- A fire
- B burglary
- C money in transit
- D changes in fashion

1.1.4 XYZ Insurers requires the portion of an insurance claim to be paid by the insured when a claim is lodged

- A premium
- B excess
- C interest
- D market value


1.1.5 This refers to all the risks that are bound to happen sooner or later, e.g., death.

- A assurance
- B insurance
- C COIDA
- D compensation

(5 × 2) (10)

1.2 Choose a description from column B that matches a term in column A. Write only the letter (A – D) next to the question number (1.2.1 – 1.2.5) in the ANSWER BOOK, e.g. 1.2.6 K.

COLUMN A	COLUMN B
1.2.1 Insurance	A. the insurer will pay for insured loss/damages in proportion to the insured value.
1.2.2 Average clause	B. individuals/businesses have a choice whether to enter an insurance contract
1.2.3 Assurance	C. insured must be honest in supplying details when entering an insurance contract.
1.2.4 Compulsory insurance	D. the insurer will pay the insured the full market value of the asset.
1.2.5 Road Accident Fund (RAF)	E. specified event is certainty but the time of the event is uncertain.
	F. covers a specified event that may occur.
	G. assets are insured for more than their actual value.
	H. insurance that individuals/businesses are compelled to take out by law

	<p>I. injured parties and negligent drivers are both covered</p> <p>J. an affordable contribution that makes it possible for businesses to appoint substitute workers in some instances</p>
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(5 × 2) (10)

ACTIVITY 2

2.1 Name any THREE examples of long-term insurance. (3)

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

YANDISA ENTERPRISE (YE)

Yandisa Enterprise provides a wide range of products to Mtubatuba community. YE took out insurance for their employees. YE paid predetermined lump sum to an employee when he reached age 65.

2.2.1 Identify the principle of insurance applied by YE. Motivate your answer by quoting from the scenario above. (3)

2.2.2 Explain the principle of insurance identified in QUESTION 2.2.1 (6)

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

REDDY BOTIQUE (RB)

Reddy Boutique offers a wide range of high-quality women's clothing. The irrecoverable debts and change in technology have led to a decline in profits. RB has decided to insurance against fire, theft, and burglary.

2.3.1 Name TWO examples of non-insurable risk from the scenario above. (2)

2.3.2 Elaborate on the meaning of non-insurable risks. (4)

2.4 Explain the differences between over-insurance and under-insurance. (4)

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

MELOS CATERING (MC)

Melos Catering offers quality traditional food to its clients. MC insured a delivery truck to protect it against possible losses. The truck was stolen, and the insurance company required MC to pay an upfront amount of R3000 before processing the claim.

2.5.1 Identify the insurance concept applicable in the scenario above.

Motivate your answer by quoting from the scenario. (3)

2.6 Explain the meaning of non-compulsory insurance. (6)

ACTIVITY 3

Businesses must be able to analyse the differences between insurance and assurance. The Unemployment Insurance Fund (UIF) provides benefits to employees when they are unable to work for various reasons. It is essential for the insured to understand the principles of insurance. Understanding the importance of insurance can be beneficial to the business.

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

- Outline the differences between insurance and assurance
- Explain the types of benefits paid out by the UIF
- Discuss the following principles of insurance:
 - Utmost good faith
 - Insurable interest
- Advise on the importance of insurance for business

[40]

ACTIVITY 3 ANSWER SHEET

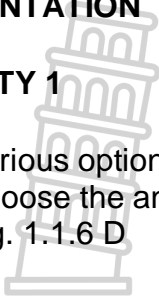




PRESENTATION

ACTIVITY 1

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A-D) next to the question number.
e.g. 1.1.6 D



- 1.1.1 The following is the factor that must be considered before a presentation.

- A. Review the objectives that were not achieved in previous presentation.
- B. Maintain eye contact with the audience.
- C. Be fully conversant with the content of the presentation.
- D. First listen before responding.

- 1.1.2 A visual aid that can be incorporated with sound.

- A. Flip chart
- B. Overhead projector
- C. Interactive whiteboard
- D. Poster

- 1.1.3 The presenter should ... during the presentation.

- A. prepare the rough draft
- B. maintain eye contact
- C. stand throughout the feedback session
- D. address the question and not the person

- 1.1.4 The ...is less effective to people with visual impairments.

- A. data projector
- B. overhead projector
- C. poster
- D. flip chart

- 1.1.5 The presenter must consider ...when designing a multimedia presentation.

- A. understanding a question before responding.
- B. using humour appropriately
- C. starting with text and selecting a proper background
- D. keeping answers short and simple

(5 × 2) (10)

- 1.2 Choose a description from column B that matches a term in column A. Write only the letter (A – D) next to the question number (1.2.1 – 1.2.5) in the ANSWER BOOK, e.g. 1.2.6 G.

COLUMN A	COLUMN B
1.2.1 Portable advertising stands	A. It is able to include video clips, audio and motion pictures.
1.2.2 Overhead projector	B. easy to combine with sound.
1.2.3 Handouts	C. It can make impact when placed strategically outside the venue.
	D. Is a printed information provided to the audience at the start of the presentation.
	E. It is very effective in brainstorming sessions.
	F. Effective when used to project transparencies to enhance visibility.

(3x2) (6)

ACTIVITY 2

- 2.1 List any THREE examples of non-verbal presentation. (3)
- 2.2 Outline the aspects must be considered when designing the multimedia presentation. (6)
- 2.3 Discuss ways in which the presenter can handle feedback in a non-aggressive and professional manner. (6)
- 2.4 Read the scenario below and answer the following questions:

ASIMBONGE LOGISTICS (AL)

Asimbonge, a human resource manager at AL presented her recruitment plan to the executive management. The manager considered the time frame for the presentation. She rehearsed to ensure a good presentation. She also managed time effectively to allow for questions.

2.4.1 Quote TWO factors that were considered when preparing for a presentation from the scenario above. (2)

2.4.2 Suggest OTHER factors that must be considered when preparing for a presentation. (6)

2.5 Discuss the advantages of an overhead projector as a type of visual aid. (4)

ACTIVITY 3

Presenters should take certain factors into account while presenting. Handling of feedback should be non-aggressive and professional at all times. It is important to analyse the impact of both data projector and handouts as visual aids. The presenter should reflect on the presentation, by looking at the areas of improvement for the next presentation.

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

- Outline factors that must be considered by the presenter while presenting
- Explain ways in which the presenter can handle feedback in a non-aggressive and professional manner
- Discuss the impact of the following visual aids:
 - Data projector/ PowerPoint
 - Handouts
- Recommend areas of improvement in the next presentation. [40]

ACTIVITY 3 ANSWER SHEET





FORMS OF OWNERSHIP

ACTIVITY 1

1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A-D) next to the question numbers (1.1.1-1.1.5) in the ANSWER BOOK e.g. 1.1.6 D.

1.1.1 The name of a ... does not have legal formalities.

- A state-owned company
- B sole proprietorship
- C private company
- D cooperative

1.1.2 The workload and responsibilities are shared in the

- A co-operatives.
- B personal Liability company.
- C state-owned company.
- D partnership.

1.1.3 In the ...directors are jointly and severally liable for all the debts and liabilities of the business.

- A personal liability company
- B public company
- C private company
- D state-owned company

1.1.4 A... company is listed, registered and offer its shares at Johannesburg Securities Exchange (JSE).

- A personal liability
- B non-profit
- C public
- D State-Owned

1.1.6 The form of ownership that relies on donations and grants is known as ...

- A profit company.
- B non-profit company.
- C cooperative.

D private company.

(2 × 5) (10)

- 1.2 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A-J) next to the question number (1.2.1-1.2.3) in the ANSWER BOOK, E.G 1.2.4 G.

COLUMN A	COLUMN B
1.2.1 Non-Profit Company	A. losses are limited to the amount that the owner invested in the business
1.2.2 Prospectus	B. the owners' personal assets may be seized to pay for the debts of the business
1.2.3 Limited liability	C. is a document inviting the public to buy shares/securities
	D. has the name that ends with NPC.
	E. is a document inviting the public and private shareholders to buy shares/securities
	F. has the name that ends with Inc.

(3x2) (6)

ACTIVITY 2

- 2.1 Elaborate on the meaning of unlimited liability. (4)
- 2.2 Outline THREE characteristics of a sole trader (6)
- 2.3 Differentiate between a private company and a public company. (4)
- 2.4 Read the scenario below and answer the questions that follow.

ANDREW TRADING LTD (AT)

Andrew Trading requires more capital to finance business growth. AT issued a prospectus to invite new shareholders to buy shares in a company.

- 2.4.1 Identify the form of ownership applicable in the scenario above. (2)
- 2.4.2 Discuss advantages of the form of ownership identified in QUESTION 2.4.1. (6)
- 2.5 Discuss characteristics of a state-owned company (4)
- 2.6 Read the scenario below and answer the questions that follow.

KEITH PRINTERS (KP)

Keith Printers is experiencing financial difficulties. KP raised capital by issuing shares to its shareholders. KP also issued prospectus to invite public to buy shares. KP shareholders invested an additional capital to earn profit from shares.

- 2.6.1 Quote TWO characteristics of a private company from the scenario above. (2)
- 2.6.2 Explain other characteristics of a private company. (4)
- 2.7 Discuss the advantages of a non-profit company as a form of ownership. (6)
- 2.8 Outline characteristics of a personal liability company (4)
- 2.9 Discuss how the following criteria could contribute to the success and/or

failure of a non-profit company:

2.9.1 Taxation (4)

2.9.2 Division of profits (4)

2.10 Advise businesses on how capital and legal requirements could contribute to the success and/or failure of a personal liability company. (6)

ACTIVITY 3

JSE makes it possible for investors to buy and sell shares. Some shareholders receive preferential treatment when dividends are paid. Government encourages people to invest in RSA retail savings bonds. The success or failure of the business depends on its management and legal requirements.

Keep the scenario above in mind and write detailed notes on the following aspects:

- Outline the functions of the JSE.
- Describe FOUR types of preference shares.
- Discuss the impact of the RSA Retail Savings Bonds/government retail bonds on investors.
- Advise businesses on how the following factors could contribute to the success and/or failure of a public company:
 - Management
 - Legislation

[40]

ACTIVITY 3 ANSWER SHEET





PROFESSIONALISM AND ETHICS

ACTIVITY 1

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

1.1.1 The set of morally accepted values of a business that are displayed by the management and the employees.

- A professionalism
- B business ethics
- C code of conduct
- D cooperate governance

1.1.2 The business engages in price-fixing to force smaller competitors out of the market. This is an example of ...

- A unethical behaviour
- B ethical behaviour
- C transparency
- D unprofessional behaviour

1.1.3 The King Code principle of ... requires companies to have their financial statements audited regularly:

- A transparency
- B profitability
- C responsibility
- D accountability

1.1.4 An employee takes extended lunch breaks to do his/her personal business activities. This is an example of ...

- A unfair advertising
- B unauthorised use of workplace resources
- C sexual Harassment
- D abuse of work time

1.1.5 A way of conducting business in a professional, responsible, ethical and effective manner.

A criticize the competitors 'goods

B inflate prices of goods.

C engage in environment awareness programmes

D falsify the business financial statements.

(5 × 2) (10)

1.2 Complete the following statements by using the word(s) 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.

fair advertising; accountability; tax evasion; abuse of work time; professional;
unauthorised use of workplace funds and resources; sexual harassment;
transparency; pricing of goods in rural areas; ethical behaviour

1.2.1 The employees of Bhungane Consultants show ... behaviour, as they apply the business's code of conduct when dealing with clients.

1.2.2 Allies accountant does not declare all their income to SARS with the aim of paying less tax is known as...

1.2.3 Managers who promise employees promotions if they agree to have a relationship with them is...

1.2.4 Businesses apply ... as a King Code principle when they appoint external auditors to audit their financial statements.

1.2.5 Businesses can use false or misleading statements to misrepresent products displayed in stores is an example of ... (5 × 2) (10)

ACTIVITY 2

2.1 Identify the unethical business practices described in EACH statement below:

2.1.1 The business charges higher prices for goods of inferior quality in the villages. (2)

2.1.2 Enterprise have the tendency of selling second hand goods as new goods. (2)

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

SMITH CARPETS (SC)

Smith Carpets is a large business that manufactures carpets. SC did not declare all their income to the South African Revenue Services for the previous financial year. SC also uses fine print to hide important information when promoting their products.

2.2.1 Identify TWO types of unethical business practises demonstrated by SC.

Motivate your answer by quoting from the scenario above

Use the table below as a GUIDE to answer QUESTION 2.2.1

ETHICAL BUSINESS PRACTICE	MOTIVATION
1.	
2.	

(6)

2.2.2 Explain to the management of SC on how they could deal with each type of unethical business practice identified in QUESTION 2.2.1

(4)

2.3 Recommend ways in which business could deal with pricing of goods in rural areas as a type of unethical business practice.

(4)

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

DLAMA SERVICES (DS)

Dlama Services is falling to attract potential investors due to the company's poor performance. The shareholders discovered from a whistle blower that the company's poor performance, is the result of a lack of competency in the board of directors. The directors of DS are denying this allegation.

2.4.1 Identify TWO king code principles for good corporate governance that DS did not apply.

(4)

2.4.2 Explain how DS can apply EACH King code principle identified in QUESTION 2.4.1 to improve their corporate governance.

(4)

ACTIVITY 3

Businesses may create specific ethical and professional behaviour that guide their operations. They must apply King Code principles for good corporate governance. Many businesses develop strategies to address unprofessional business practices remain competitive and sustainable. Businesses must use professional, responsible and ethical business practice to remain sustainable.

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

- Outline the differences between ethical and professional behaviour.
- Explain three unprofessional business practices can pose a challenge to businesses.
- Discuss the following King Code principles:
 - Accountability
 - Transparency
- Suggest ways in which professional, responsible, ethical and effective business practice should be conducted.

[40]

ACTIVITY 3 ANSWER SHEET





CREATIVE THINKING AND PROBLEM SOLVING

ACTIVITY 1

1.1 Various options are provided as possible answers to the following questions. Choose the correct answer and write only the letter (A-D) next to the question number (1.1.1-1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.

1.1.1 The process of gathering the facts that are necessary to overcome a specific challenge is known as ...

- A problem-solving
- B creative thinking
- C decision making
- D action plan

1.1.2 ... ability to look at the same challenge and come up with original, new and innovative solutions.

- A Decision making
- B Action plan
- C Creative thinking
- D Problem-solving

1.1.3 The management of Alveo Bank ... the solution when they considered its advantages and disadvantages.

- A define
- B implement
- C identify
- D evaluate

1.1.4 Thabo, the manager applied ... when listing all driving and restraining forces that will support and resist change.

- A delphi technique
- B force field analysis
- C nominal group technique
- D brainstorming technique

- 1.1.5 Employees were requested to silently brainstorm as many ideas as possible on their own and write them down, this is the application of ...technique.

A delphi
B nominal group
C brainstorming
D force field analysis

(5 × 2) (10)

- 1.2 Complete the following statements by using the word(s) provided in the list below. Write only the word(s) next to the question numbers (1.2.1–1.2.3) in the ANSWER BOOK

problem-solving; nominal group technique; force field; decision making; brainstorming; action plan

- 1.2.1 When a group generates various solutions and then critically evaluate each one, this is known as ...
1.2.2 Group participants suggest ideas randomly and all ideas must be written on a flip chart this refers to ...
1.2.3 Martin implements a/an ... when carrying out the planned actions to solve the problem. (6)

ACTIVITY 2

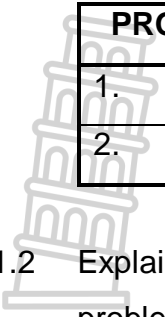
- 2.1 Read the scenario below and answer the questions that follow.

TAMATI STORES (TS)

Tamati Stores is experiencing a decline in sales. The management has a set criteria for the best solution by considering aspects such as time, cost and risk involved. They have also gathered as much information as possible to establish the cause of the problem.

- 2.1.1 Identify TWO problem solving steps applied by TS. Motivate your answer by quoting from the scenario. (6)

Use the table below as a GUIDE to answer QUESTION 2.1.1



PROBLEM SOLVING STEPS	MOTIVATION
1.	
2.	

2.1.2 Explain other TWO problem solving steps that TS may apply to solve problems. (6)

2.3 Identify the problem solving technique applicable to EACH statement below:

2.3.1 The manager prevented other employees from dominating the discussion by dividing employees into smaller groups to give their inputs.

2.3.2 Oxford Traders invited a panel of experts to research the challenges faced by business. (4)

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

THAYANDA PROPERTIES (TP)

Thayanda Properties encourages their employees to come up with new ideas to solve business problems. Employees generated unique solutions that were developed through collective contributions. Employees were motivated as they were allowed to contribute to solving business problems. The employees were provided time to think about the question in silence before responding.

2.4.1 Quote TWO advantages of brainstorming from the scenario above. (2)

2.4.2 Discuss how TP can apply brainstorming to solve business problems. (6)

ACTIVITY 3

Businesses operate in a challenging environment and must deal with several problems and make informed decisions. They must also create an environment that stimulates creative thinking to enjoy the benefits of creativity. The management must know the impacts of brainstorming and force field analysis. Businesses need to find practical ways to encourage creative thinking.

Write an essay of the following aspects:

- Outline the differences between decision making and problem solving.
- Explain the advantages of creative thinking in the workplace.
- Discuss the impact of the following problem solving techniques on businesses
 - Force Field analysis
 - Brainstorming
- Recommend ways in which businesses can create an environment that promotes creative thinking in the workplace.

[40]

ACTIVITY 3 ANSWER SHEET





HUMAN RIGHTS, INCLUSIVITY AND ENVIRONMENTAL ISSUES

ACTIVITY 1

1.1 Various options are provided as possible answers to the following questions.

Choose the answer and write only the letter (A – D) next to the question number in the answer book, for example 1.1.6.D

1.1.1 Madzikane Ltd respects employees' right to ... by not providing their personal information.

- A dignity
- B privacy
- C freedom of speech and information
- D information

1.1.2 One of the roles of the health and safety representative is to ...

- A if there are unsafe or unhealthy working conditions, they must report it to the relevant authorities or management.
- B workers should make use of equipment only under the supervision of designated trained worker.
- C personal protective clothing must be provided to the workers.
- D ensure that employers comply with COIDA/OHA.

1.1.3 Ozayo (Pty) Ltd protect the environment and human health through ...

- A educate workers about hygiene issues
- B dumping toxic waste in rivers and dams
- C air pollution
- D non-compliance with environmental legislation

1.1.4 The responsibility of workers in promoting health and safety in the workplace is to...

- A ensure that employers conduct regular review of safety
- B provide and maintain equipment that is necessary to perform work.
- C eliminate danger
- D use prescribed safety equipment

1.1.5 Diversity in the workplace benefits Westville Transport Services by...

- A improving morale/motivation in the workforce.
- B report unsafe working conditions.
- C ensure employees' rights are considered.
- D take care of their own safety.

(5 × 2) (10)

ACTIVITY 2

2.1 Name the social rights of employees in the workplace

(4)

2.2 Outline the benefits of diversity in the workplace

(4)

2.3 Recommend ways in which businesses could deal with the following human rights:

2.3.1 Privacy

(4)

2.3.2 Dignity

(4)

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

BULWER LOGISTICS (BL)

Bulwer Logistics employs a diverse workforce. BL's canteen offers a menu that caters for various population groups. All employees are treated equally regardless of their skin colour.

2.4.1 Identify TWO diversity issues addressed by BL. Motivate your answer by Quoting from the scenario above.

(6)

Use the table below as a GUIDE to answer QUESTION 2.4.1

DIVERSITY ISSUES	MOTIVATION
1.	
2.	

2.4.2 Suggest ways in which BL could deal with any ONE of the diversity issue identified in QUESTION 2.4.1.

(4)

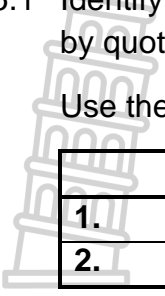
2.5 Read the scenario below and answer the questions that follow.

CREIGHTON TRADERS (CT)

Creighton Traders sells electronic appliances. CT employees' personal information is kept confidential. The business also allows open communication channels between management and employees.

- 2.5.1 Identify TWO human rights that are promoted by CT. Motivate your answer by quoting from the scenario above. (6)

Use the table below as a GUIDE to answer QUESTION 2.5.1



	HUMAN RIGHTS	MOTIVATION
1.		
2.		

- 2.5.2 Recommend ways in which businesses could deal with the identified human rights in QUESTION 2.5.1 (8)

ACTIVITY 3

Businesses must ensure that the economic rights of employees are observed and respected at all times. The employees also have the responsibility to promote human health and safety in the workplace environment with the support of the health and safety representative. The business should be responsible for protecting human health and safety 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 responsibilities of employees in promoting human health and safety in the workplace.
- Discuss the roles of health and safety representative in protecting the workplace environment.
- Suggest ways in which businesses could protect the environment and human health in the workplace.

[40]

ACTIVITY 3 ANSWER SHEET





SOCIAL RESPONSIBILITY CSR/CSI

ACTIVITY 1

1.1 Various options are provided as possible answers to the following questions.

Choose the answer and write only the letter (A-D) next to the question number (1.1.1-1.1.5) in your ANSWER BOOK, for example 1.1.6.D.

1.1.1 Gagasi LTD is involved in conservation projects and this is an example of ...

- A Corporate Social Responsibility
- B Social Responsibility.
- C Corporate Social Investment.
- D Socio economic issues.

1.1.2 Intended to benefit and uplift communities through social development.

- A Corporate Social Investment
- B Triple bottom line
- C Social responsibility
- D Corporate Social Responsibility

1.1.3 Promotes customer loyalty resulting in more sales is an advantage of CSI on ...

- A businesses
- B employees
- C community
- D customers

1.1.4 A disadvantage of CSI on communities is that ...

- A community skills can be improved through the provision of bursaries.
- B detailed reports must be drawn up, which can be time consuming.
- C businesses are not always equipped to address social problems.
- D investment in the medical infrastructure will improve the health of communities.

1.1.5 The purpose of CSI ...

- A donation to support local organizations.
- B teaching entrepreneurial skills.
- C actively committing money and resources to uplift the community.
- D businesses must prioritise the upliftment of socio-economic issues.

(5 × 2) (10)

1.2 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question number (1.3.1 to 1.3.2) in the ANSWER BOOK, e.g. 1.3.3 K

COLUMN A		COLUMN B	
1.2.1	Unemployment	A	support poverty alleviation programmes that are offered by government.
1.2.2	Social responsibility	B	focus areas of the CSI
1.2.3	Environemnt	C	businesses do not make profit at the expense of its community.
1.2.4	CSR	D	ensures that CSI projects are relevant to the needs of communities.
1.2.5	Supply chain/distribution channel	E	businesses can deal with it by providing entrepreneurial program that can promote self-employment.
		F	ensures that all internal CSI policies include environmental issues.
		G	an ethical viewpoint that says every individual and business has an obligation to benefit the society as a whole.
		H	they may support energy-efficient production methods.
		I	component of CSR
		J	aims at creating a safe working environment of employees.

(5 × 2) (2)

ACTIVITY 2

- 2.1 List examples of CSI projects (4)
- 2.2 Elaborate on the meaning of social responsibility. (2)
- 2.3 Identify the triple bottom line components that were applied to Liyana Traders in EACH statement below:
- 2.3.1 The business distributes food parcels to the local community.
- 2.3.2 They disposed of their chemicals appropriately, ensuring there is no water contamination.
- 2.3.3 Some of the businesses surplus income was used to build a child care facility. (6)
- 2.4 Read the scenario below and answer the questions that follow.

DRAKENSBERG FARMERS (DF)

Drakensberg Farmers invested some of their surplus funds in the community. They invested in community CSI projects. DF also uses recycled containers to package their dairy products.

- 2.4.1 Identify any TWO elements of the triple bottom line, applicable to DF. Motivate your answer by quoting from the scenario above. (6)

Use the table below as a GUIDE to answer QUESTION 2.4.1

TRIPPLE BOTTOM LINE ELEMENTS	MOTIVATION
1.	
2.	

- 2.5 Discuss ways in which businesses can deal with HIV/Aids in the workplace. (6)

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

DUKUZA RESORT (DR)

Dukuza Resort decided to invest their surplus profit in corporate social investments (CSI) projects. DR refrained from illegal practices as they did not employ children under the age of 15 years. DR also donated uniform to the local school to promote education.

2.6.1 Quote TWO ways in which DR contributed time and effort to improve the well-being of their communities. (2)

2.6.2 Outline other ways in which businesses can contribute time and effort in improving the well-being of the communities. (6)

2.7 Read the scenario below and answer questions that follow.

STEP-UP MANUFACTURERS (SM)

Step-up Manufacturer is well known for manufacturing high-quality products. The management of SM decided to invest their surplus funds in the community, rural development and employees.

2.7.1 Name THREE corporate social investment (CSI) focus areas in the scenario above. (3)

2.7.2 Advise businesses on other impact of CSI on businesses. (6)

ACTIVITY 3

Businesses are expected to address social issues through corporate social responsibility (CSR) and corporate social investment (CSI) initiatives. Businesses have an obligation to act ethically towards different stakeholders. Both businesses and the community benefit through the implementation of CSI programs. Businesses play a significant role towards the wellbeing of employees.

Write an essay in which you address the following:

- Outline the differences between CSR and CSI.
- Explain the purpose of corporate social responsibility (CSR).
- Discuss the impact of corporate social investment (CSI) on businesses.
- Recommend ways in which businesses can contribute time and effort in improving the well-being of employees.

[40]

ACTIVITY 3 ANSWER SHEET





TEAM PERFORMANCE AND CONFLICT MANAGEMENT

ACTIVITY 1

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A-D) next to the question numbers (1.1.1 to 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.
- 1.1.1 Continuous review of team progress ensures that team members can rectify mistakes/act pro-actively to ensure that goals/targets are reached. This is known as ... which is criteria for successful team performance.
- A interpersonal attitude and behaviour
 - B communication
 - C collaboration
 - D shared values/mutual trust and support
- 1.1.2 Employees of KNZ Traders have laid a complaint due to unfair treatment in the workplace. This may result to a/an ... in the workplace.
- A disagreement
 - B conflict
 - C agreement
 - D grievance
- 1.1.3 Fezeka should ... when dealing with indecisiveness as a type of difficult personality.
- A stay in control and emphasise the importance of making a decision when
 - B listen to the complaints but do not acknowledge them
 - C not accuse them of being incorrect
 - D restrict the time of the discussion
- 1.1.4 The ... stage is characterised by focusing on the routine and administrative details of the goals of the team.
- A norming
 - B forming
 - C adjourning
 - D performing

1.1.5 Edward ... as one of the conflict resolution steps.

- A received a written reply in response to the written grievance
- B resolved the issue within 3 to 5 working days
- C provided opportunities for parties to agree on the best solution
- D referred the matter to Labour Court

(5 × 2) (10)

1.2 Complete the following statements by using the words provided in the list below. Write only the word(s) next to the question numbers (1.2.1 to 1.2.3) in the ANSWER BOOK.

norming; supervisor; conflict; performing; senior management; grievance;

1.2.1 Personality clashes between employees of Matnet (Pty) Ltd resulted to a ... in the workplace.

1.2.2 All members at Siyanqoba Team are competent, autonomous and able to handle the decision-making process without supervision. This is known as ... stage.

1.2.3 A grievance procedure requires Berol to first report the grievance to her ...

(3 × 2) (6)

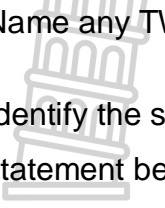
1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question number (1.3.1 to 1.3.5) in the ANSWER BOOK, e.g. 1.3.6 K.

COLUMN A		COLUMN B	
1.3.1	Interpersonal attitude and behaviour	A	be firm and do not let them make promises that they cannot keep.
1.3.2	Over-agree	B	team members respect one another despite differences that may exist among the team.
		C	be firm with them and do not let them draw the supervisor into their negativity.
		D	team members work together passionately to achieve a common goal.

(2 × 2) (4)

TOTAL SECTION A: 20

ACTIVITY 2

- 
- 2.1 Name any TWO stages of team development. (2)
- 2.2 Identify the stages of team development applied by Swiz Construction in EACH statement below below:
- 2.2.1 Some team members adjust poorly to the team breaking up because they will find it difficult to work on their own again.
- 2.2.2 Team members compromise their ideas and accept that they need to work in harmony with one another. (4)
- 2.3 Describe *storming* as a stage of team development. (4)
- 2.4 Discuss the characteristics of successful team performance. (6)
- 2.5 Explain the importance of team dynamic theories in improving team performance. (6)
- 2.6 Outline the differences between conflict and grievance. (4)
- 2.7 Read the scenario below and answer the questions that follow.
- SIYAPHUMELELA TEAM (ST)**

Siyaphumelela Team recently encountered conflict as a result of personal differences between team members. The management of ST had to be specific about the behaviour of employees that is deemed to be unacceptable. They also encouraged employees to communicate their grievances to the management. ST ensured that all tasks were completed before the team dissolved.
- 2.7.1 Quote TWO ways in which ST dealt with difficult employees in the workplace. (2)
- 2.7.2 Describe other ways in which ST can deal with difficult employees in the workplace. (6)
- 2.8 Advise businesses on the correct procedure to deal with grievances in the workplace. (8)

ACTIVITY 3: BUSINESS ROLES (TEAM PERFORMANCE AND CONFLICT MANAGEMENT)

The management should be aware of the causes of conflict in the workplace and ensure that they always find ways to deal with conflict. Teams must be able to apply the criteria for successful team performance to ensure that team goals are achieved. Businesses must be equipped on how to deal with difficult personalities in the workplace.

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

- Outline the causes of conflict in the workplace.
- Explain to businesses on how they should handle conflict in the workplace.
- Discuss any THREE criteria for successful team performance.
- Suggest ways in which businesses can deal with the following types of difficult personalities in the workplace:
 - Indecisive
 - Aggressive

[40]

ACTIVITY 3 ANSWER SHEET





