



KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

CURRICULUM GRADE 10 -12 DIRECTORATE

NCS (CAPS) SUPPORT

JUST IN TIME DOCUMENT

**BUSINESS STUDIES TEACHER
SUPPORT MATERIAL**

GRADE 11

Stanmorephysics.com
2025

1.INFLUENCES AND CONTROL FACTORS RELATING TO THE BUSINESS ENVIRONMENTS.

SECTION A

ACTIVITY 1

1.1

- 1.1.1 C✓✓
- 1.1.2 D✓✓
- 1.1.3 D✓✓

(3X2) (6)

SECTION B

ACTIVITY 2

2.1

- Customers/Buyers ✓
- Suppliers ✓
- Intermediaries/Agent ✓
- Competitors ✓
- Regulator ✓
- Strategic allies ✓
- Unions ✓



(1X3) (3)

NOTE: Mark the first THREE only.

2.2

CHALLENGES 2.2.1	BUSINESS ENVIRONMENTS 2.2.2	EXTENT OF CONTROL 2.2.3
-Lwazi Take-away has experienced a decrease in sales due to load shedding ✓	-macro ✓	-no control. ✓
-LT employees are frequently absent from work. ✓	-micro. ✓	-full control. ✓
-Some of the stock she received from her suppliers was expired. ✓	-market. ✓	-little/partial/less. ✓

(3X3) (9)

2.3

2.3.1

NJ keeps up to date with technological advancement to improve its production processes. ✓

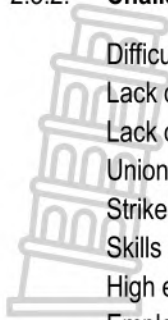
Recently they started selling their jewellery online worldwide. ✓

(1X2) (2)

NOTE: Mark the first TWO only

Only award marks for the quotation taken from the scenario above

2.3.2. Challenges of the micro environment



- Difficult employees ✓
- Lack of vision and mission. ✓
- Lack of adequate management skills. ✓
- Unions. ✓
- Strikes and go-slows. ✓
- Skills shortages among employees ✓.
- High employee turnover. ✓
- Employee absenteeism. ✓

(1X6) (6)

NOTE: Mark the first SIX only

2.4 Components of the micro environment



- Vision, mission statement, goals and objectives ✓
- Organisational resources ✓
- Leadership and management. ✓
- Business function ✓.
- Organisational structure. ✓
- Organisational culture. ✓

(1X4) (4)

NOTE: Mark the first FOUR only

2.5 Reasons why businesses have more control over the micro environment

- Micro environment consists of internal factors/affairs that businesses have full control over ✓✓
- A business determines its own mission, organizational structure and resources. ✓✓
- It's an internal environment that exist and controlled within the business. ✓✓

(3X2) (6)

2. CHALLENGES IN THE BUSINESS ENVIRONMENTS

SECTION A

ACTIVITY 1

1.1

- 1.1.1 D ✓✓
- 1.1.2 A ✓✓
- 1.1.3 B ✓✓
- 1.1.4 C ✓✓
- 1.1.5 A ✓✓

(5 x 2) (10)

1.2

- 1.2.1 demographics ✓✓
- 1.2.2 macro ✓✓
- 1.2.3 globalization ✓✓

(3 x 2) (6)

1.3

- 1.3.1 C ✓✓
- 1.3.2 E ✓✓

1.3.3 A✓✓

(3 x 2) (6)

SECTION B

ACTIVITY 2

2.1 Challenges of the micro environment

- Difficult employees✓
- Lack of vision and mission✓
- Lack of adequate management skills✓
- Unions✓
- Strikes and go-slows✓
- High employee turnover✓
- Shortage of skills among employees✓
- Any other relevant answer related to challenges in the micro environment.

Max (3)

Note: Mark the first THREE (3) only.

2.2

CHALLENGES 2.2.1	BUSINESS ENVIRONMENT 2.2.2	EXTENT OF CONTROL 2.2.3
- His employees lack good customer service ✓	Micro ✓	Full control ✓
- He lost most of his customers to Fresh Start Bakery. ✓	Market ✓	Some/Little / Less control ✓
- SB had to replace some of its stolen equipment due to the high crime rate in the area.. ✓	Macro ✓	No control ✓
Sub max (3)	Sub max (3)	Sub max (3)

- NOTE:
1. Mark the first challenge for each environment only.
 2. If the business environment is not linked to the challenge, mark the challenge only.
 3. Award full marks for the business environment even if the challenge is not quoted in full.
 4. The extent of control must be linked to the business environment.
 5. Do not award marks for the extent of control if the business environment is not mentioned.
 6. Accept responses in any order.

Max (9)

2.3 Shortage of suppliers

- Every business needs raw materials✓ to produce its goods or services. ✓
- Without the availability of raw materials, a business cannot produce its products or services✓ to meet the demands of its target market. ✓
- Businesses depend on suppliers ✓ for their raw materials/inputs. ✓
- If the supply of raw materials/input is disrupted✓, the business' productivity and profitability will also decrease✓
- If a supplier is incapable of delivering raw materials on time, in the right quantities, and of the right quality

and price✓, it will cause a business to lose customers, not meet its sales targets, and suffer a decrease in profits. ✓

Any other relevant answer related to shortage of suppliers.

Max (4)

2.4 Ways in which businesses can overcome competition in the market

- Businesses must ensure that they produce unique/ differentiated goods or services for the target market. ✓✓
- Businesses need to provide more personalised services by being responsive to their customer's needs/wants. ✓✓
- Goods/services must be priced lower than competitor's goods/services in the market. ✓✓
- Businesses must produce high-quality goods/services that the customers might be interested in. ✓✓
- Create a positive image/publicity through regular engagements in community development projects. ✓✓
- Businesses must improve on customer services and keep customers happy. ✓✓
- Businesses must create a positive outlook by regularly renovating their premises and improving their systems. ✓✓
- Businesses must undertake good marketing campaigns that will draw the attention of the target market. ✓✓
- Businesses must offer low-cost extras such as improved credit terms/loyalty schemes, and so on. ✓✓
- Businesses must ensure that they have well-trained and dedicated employees that create a better working atmosphere. ✓✓
- Any other relevant answer related to ways in which businesses can overcome competition in the market.

Max (4)

ACTIVITY 3

3.1 Challenges of the market environment

- Competition✓
- Shortage of suppliers✓
- Changes in consumer behaviour✓
- Demographics and psychographics✓

Note: Mark the first THREE only.

Max (3)

3.2.1

CHALLENGE OF MACRO ENVIRONMENT	MOTIVATION
– Changes in income levels✓✓	However, the latest increase in interest rates has left consumers with less money to spend on goods and services. ✓
Sub max (2)	Sub max (1)

Note: Do not award marks for the motivation, if the challenge is incorrect.

Max (3)

3.2.2 Changes in income levels

- The number of goods/services that consumers can purchase✓ is determined by their net incomes. ✓
- Net income ✓ is the gross income minus all deductions. ✓

- When consumers' net income decreases✓, they are only able to buy goods and services that are necessary✓, and so the profitability and productivity of the business will decrease. ✓
- Unemployment, high-interest rates, high inflation rates, or an increase in taxes✓, leaving consumers with less money to spend on goods and services. ✓
- Reduced spending✓ will lower profits for businesses. ✓
- Any other relevant answer related to changes in income levels.

Max (6)

3.3 Strikes and go-slows as a challenge of the micro-environment

- Strikes and go-slows are examples of industrial actions✓ that may be organised by a trade union and have a negative impact on business operations. ✓
- When managers and employees cannot sort out their differences✓, employees may engage in a strike or a go-slow. ✓
- A strike means employees refuse to go to work✓ or they do not work until their complaints have been addressed by the business. ✓
- The business loses many hours of production time✓ for the period of a strike. ✓
- A go-slow means that employees report for duty✓ as normal but deliberately work at a slower pace. ✓
- The business will not meet its targets✓ and profitability may decrease. ✓
- Any other relevant answer related to strikes and go-slows as a challenge of the micro-environment.

Max (4)

3.ADAPTING TO CHALLENGES IN BUSINESS ENVIRONMENTS

SECTION A

ACTIVITY 1

1.1

1.1.1 A✓✓

1.1.2 C✓✓

1.1.3 D✓✓

1.1.4 B✓✓

1.1.5 A✓✓

(5 x 2)(10)

1.2

1.2.1 networking✓✓

1.2.2 partnership agreement✓✓

(2 x 2) (4)

1.3

1.3.1 B✓✓

1.3.2 D✓✓

SECTION B

ACTIVITY 2

2.1 Ways businesses can adapt to challenge of the business environments

- Information management ✓
- Strategic responses ✓
- Mergers, takeovers, acquisitions and alliances ✓
- Organization design and flexibility ✓
- Direct influence of the environment and social responsibility ✓
- Any other relevant answer related to ways businesses can adapt to challenge of the business environment.

Note: Mark the first FOUR (4) only.

Max (4)

2.2.1 TWO benefits of networking

- This has resulted in MP being able to build new business relationships. ✓
- It has also contributed to MP attracting new customers. ✓

Note: Mark the first TWO only.

Max (2)

2.2.2 Meaning of Networking

- Networking refers to a coordinated activity where people who have similar objectives meet and exchange information and ideas. ✓✓
- During a networking session, entrepreneurs can meet new people and build alliances with others. ✓✓
- The goal of networking is to reach as many people as possible and to make every connection count. ✓✓
- Businesses could become a member of the Chamber of Commerce and Industry, professional business club, and informal social groupings to meet new contacts. ✓✓
- Networking assists in acquiring new business leads. ✓✓
- Networking benefits the business by helping to identify best practices. ✓✓
- Networking can help the business identify new business trends. ✓✓
- Any other relevant answer related to the meaning of networking.

Max (4)


2.2.3 Other Benefits of Networking

- Can result in increased ✓ market share and profitability. ✓
- Networking can be an excellent source of new perspectives ✓ and business ideas. ✓
- Allows managers to generate ✓ new business opportunities. ✓
- Plays a role in the marketing ✓ and expansion of a business. ✓
- Assists businesses ✓ in making future business decisions. ✓
- Businesses can gain support ✓ when representation to various authorities is planned ✓
- Any other relevant answer related to the benefits of networking.

Max (4)

2.3 Benefits of social responsibility projects to businesses

- Increases employees' morale and job satisfaction when they are involved in social responsibility programmes. ✓✓
- Businesses can use CSR/CSI projects as a marketing strategy to promote their products. ✓✓
- CSI helps to attract investors because of increased profits/income. ✓✓
- Promotes customer loyalty resulting in more sales. ✓✓
- May attract experienced employees/increase the pool of skilled labour, which could increase productivity. ✓✓

- 
- Positive/improved image as the business looks after employees/responsibly conducts itself. ✓✓
 - A business may have a competitive advantage, resulting in good publicity/an improved reputation. ✓✓
 - The business enjoys the goodwill/support of communities. ✓✓
 - Any other relevant answer related to benefits of social responsibility for businesses.

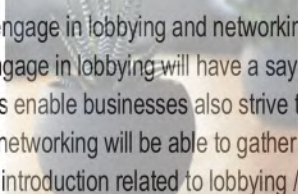
Max (6)

[20]

SECTION C

ACTIVITY 3

3.1 Introduction

- 
- Businesses must engage in lobbying and networking to keep good relations with their stakeholders. ✓
 - Businesses that engage in lobbying will have a say in influencing government policy. ✓
 - Power relationships enable businesses also strive to keep good relationships with other businesses. ✓
 - Business that use networking will be able to gather information that will be beneficial to business operations.
 - Any other relevant introduction related to lobbying / networking/ power relationships.

Any (2x1) (2)

3.2 Meaning of lobbying

- Lobbying refers to the process of trying to influence legislation✓ or parliamentary decision making. ✓
- It involves acquiring public support for an issue✓ such as children or animal rights. ✓
- It is an organised process where individuals, business and organisations use their influence✓ to change government policy. ✓
- Lobbying specifically applies to law-makers and government officials✓ and it is a participatory approach to government. ✓
- It is done by various people with similar motives, ✓ beliefs or commercial positions. ✓
- Any other relevant answer related to the meaning of lobbying

Max (6)

3.3 Types of lobbying

3.3.1 Hedging against inflation ✓✓

- Businesses use hedging to protect their financial investments✓ by spreading the risk. ✓
- Businesses invest surplus fund so that its value grows✓ at a faster rate than inflation. ✓
- They can hedge against inflation by investing their surplus assets/money✓ in investments with intrinsic value e.g. gold/oil/property etc. ✓
- The business use hedging by buying bonds, shares, property or buying precious metals like gold✓ to protect capital from the effects of inflation. ✓
- It is a method that businesses try to reduce the risk✓ when unsure about possible price fluctuations. ✓
- Any other relevant answer related to hedging against inflation as a type of lobbying.

Heading: (2)

Explanation (1)

Sub max (6)

3.3.2 Bargaining sessions between management and unions ✓✓

- These sessions enable employees to negotiate with employers as a group to protect employees' rights and



prevent labour strikes.

Businesses make sure that their representatives are trained/skilled to negotiate on their behalf.

The purpose of bargaining sessions is to find a win-win situation for all parties.

Management will try to convince the union to accept its proposal and the union will try to persuade management to accept their demands.

The outcome of a successful bargaining session can protect the business from the negative impact of strikes and loss in productivity.

Businesses need to be fair/transparent to establish trust and good communication with unions.

Heading: (2)

Explanation (1)

Sub max (6)

3.3.3 Influencing supervisory body/regulators ✓✓

- There are large number of supervisory bodies and regulators ✓ who operate in the business environment. ✓
- Businesses take an active role ✓ in professional bodies. ✓
- Through their membership/advocacy/submissions they may be able to influence ✓ changes to existing regulations. ✓
- Business managers are involved in debates and discussions ✓ that shape public policies. ✓
- Businesses influence and negotiate with these regulators ✓ to protect their own sustainability. ✓
- It is in the best of interest of businesses to adhere to the guidelines and restrictions ✓ of these bodies in order to stay in businesses. ✓
- Any other relevant answer related to influencing supervisory body / regulators as a type of lobbying.

Heading: (2)

Explanation (1)

Sub max (6)

Max (18)

NOTE: Mark the first THREE (3) only.

3.4 Ways businesses can form power relations

3.4.1 Strategic alliance/Partnership agreements ✓✓

- Businesses form partnership agreements in order to benefit each in each other's involvement. ✓✓
- These partnership alliances help parties involved to benefit in infrastructure development and scarce skills. ✓✓
- These alliances are designed to build on the expertise of each partner and on the way and on the way in which they complement each other. ✓✓
- Any other relevant answer related to strategic alliance/partnership agreements.

Heading: (2)

Explanation (2)

Sub max (4)

3.4.2 Persuasion of large investors ✓✓

- If a business has a powerful investor, the business can often benefit from the relationship so that it can gain credit more easily and better deals from suppliers. ✓✓
- Businesses invite powerful influential people to sit on their board of directors in order to get advice from those people. ✓✓
- Having such powerful as part of the business may have a positive influence on the reputation and image of the business. ✓✓
- If a business has a large/powerful investor, the business can gain credit more easy/get better deals from suppliers. ✓✓

Heading: (2)

Explanation (2)

Sub max (4)

3.4.2 Company representatives' influence ✓✓



- This representative fulfils an important function in trying to persuade investors to invest in a particular business practice. ✓✓
- People will make decisions based on the company's image, personality, communication style and power of persuasion. ✓✓
- Businesses must invest time and energy to recruit the right person for this job ✓✓

Heading: (2)
Explanation (2)
Sub max (4)
Max (12)

3.5 Importance/Advantages/Benefits of networking

- Businesses can attract new customers resulting to increased market share and profitability. ✓✓
- Networking can be an excellent source of new perspectives and business ideas. ✓✓
- Allows managers to build new businesses relationships and generate new business opportunities. ✓✓
- Plays a role in the marketing and expansion of a business. ✓✓
- Assists businesses in making future business decisions. ✓✓
- Businesses can gain support when representation to various authorities is planned. ✓✓
- Any other relevant answer related to importance/advantages/benefits of networking

Max (10)

3.6 Conclusion

- It is advisable that business understand what lobbying is, so that it can be implemented correctly to influence decisions. ✓
- It is recommended that managers of business use the different types of lobbying to influence regulators on their decisions. ✓
- It is suggested that businesses use the various ways to form power relations, in order to allow the business to be sustainable in the future. ✓
- Businesses are advised to use networking to their benefit, so that they are able to stay ahead of their competitors in the market. ✓
- Any other relevant conclusion related to lobby/ networking/ power relationships.

Any (1x2) (2)

QUESTION 3 BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Meaning of lobbying	6	
Types of lobbying	18	
Ways in which businesses can form power relations	12	
Benefits of networking	10	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	

Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all.

3. CHALLENGES AND ADAPTING TO CHALLENGES IN THE BUSINESS ENVIRONMENTS

ACTIVITY 1

1.1 FOUR components of the macro environment.

- Physical / Natural ✓✓
- Economic environment ✓✓
- Social/ Cultural/Demographic environment ✓✓
- Technological environment ✓✓
- Legal / Political environment ✓✓
- Environmental / Global environment ✓✓
- Institutional environment ✓✓
- Any other relevant answer related to components of the macro environment

Note: Mark the first FOUR components only.

Max (4)

1.2

CHALLENGES 1.2.1	BUSINESS ENVIRONMEN 1.2.2	EXTENT OF CONTR 1.2.3
IE always receives stock late from Smart Wholesalers.	Market environment ✓	Less control ✓
The management of IE has difficulty in dealing with unproductive employees. ✓	Micro environment ✓	Full control ✓
Sub max (2)	Sub max (2)	Sub max (2)

Max (6)

NOTE:

1. If the business environment is not linked to the challenge, mark the challenge only.
2. Award full marks for the business environment even if the challenge is not quoted in full.
3. The extent of control must be linked to the business environment.
4. Do not award marks for the extent of control if the business environment is not mentioned.
5. Accept responses in any order.


Max (6)

1.3 Meaning of lobbying

- The act/ process of attempting to influence government leaders/ officials ✓ to create legislation or change government policy. ✓
- It is done by different people ✓ with similar ideas/ beliefs/ motives or commercial positions. ✓
- It involves an attempt by businesses ✓ to try and influence situations to meet their specific needs and objectives. ✓
- Businesses try to influence ✓ legislation or the government decision – making process. ✓
- Any other relevant answer related to the meaning of lobbying.

Max (6)

1.4 Reasons why businesses lobby

- 
- Businesses lobby their regulator or supervisory body ✓ in order to try influence prices, policies, regulations and other decisions made by the regulator or the supervisory body. ✓
 - Businesses or people lobby or change laws ✓ like, child labour laws, clean air and water laws, municipal regulations, etc.
 - Their views are important and heard, ✓ thus making a difference and giving solutions to business challenges. ✓
 - Lobbying advances ✓ what the business must deliver on and builds public trust. ✓
 - Lobbying helps to find solutions ✓ to emerging generic challenges. ✓
 - Any other relevant answer related to the reasons why businesses lobby.

Max (6)

1.5 Importance/Advantages/Benefits of networking

- Businesses can attract new customers ✓ resulting to increased market share and profitability. ✓
- Networking can be an excellent source ✓ of new perspectives and business ideas. ✓
- Allows managers to build new business relationships ✓ and generate new business opportunities. ✓
- Plays a role in the marketing ✓ and expansion of a business. ✓
- Assists businesses ✓ in making future business decisions. ✓
- Businesses can gain support ✓ when representation to various authorities is planned. ✓
- Any other relevant answers related to importance /advantages/benefits of networking.

Max (6)

1.6 Ways businesses can form power relations

1.6.1 Strategic alliance/Partnership agreements

- Businesses form partnership agreements in order to benefit each ✓ in each other's involvement. ✓
- These partnership alliances help parties involved to benefit ✓ in infrastructure development and scarce skills. ✓
- These alliances are designed to build on the expertise ✓ of each partner and on the way and on the way in which they complement each other. ✓

Sub max (2)

1.6.2 Persuasion of large investors

- If a business has a powerful investor, ✓ the business can often benefit from the relationship so that it can gain credit more easily and better deals from suppliers. ✓
- Businesses invite powerful influential people to sit on their board of directors ✓ in order to get advice from those people. ✓
- Having such powerful as part of the business may have a positive influence ✓ on the reputation and image of the business. ✓
- If a business has a large/powerful investor, ✓ the business can gain credit more easy/get better deals from suppliers. ✓

Sub max (2)

1.6.3 Company representatives' influence

- This representative fulfils an important function in trying to persuade investors ✓ to invest in a particular business practice. ✓
- People will make decisions ✓ based on the company's image, personality, communication style and power of persuasion. ✓
- Businesses must invest time and energy ✓ to recruit the right person for this job. ✓

Sub max (2)

Max (6)

1.7 Ways in which the business can have a direct influence on the environment

- Businesses need to be flexible by getting involved in research/development so that they can continue to operate ✓✓
- They can influence their suppliers by signing long-term contracts for their raw materials at fixed prices. ✓✓
- They can also influence their customer base by creating new uses of a product, taking customers away from competitors, finding new customers, and convincing them that they need the new product. ✓✓

- They can influence regulators through lobbying and bargaining. ✓✓
- Influence their owners using information contained in annual reports. ✓✓
- Initiate bargaining sessions between management and unions. ✓✓
- Negotiate strategic alliance agreements through contractual processes. ✓✓
- Any other relevant answers related to ways in which the business can have a direct influence on the environment.

(3X2) Max (6)

SECTION C

ACTIVITY 2

2.1 Introduction

- Power relationships help a business to be sustainable on the market, as they are able to secure funding easily. ✓
- Strategic alliances that are formed with other businesses will help sustain a business on the market. ✓
- Businesses can embark on an environmentally friendly campaign such as recycling that will benefit both businesses. ✓
- Business products should be upgraded continuously so that they are able to directly influence the environment in which they operate. ✓
- Any other relevant introduction related to the meaning of power relationships, ways businesses can form power relations, benefits of social responsibility programs for businesses, and ways in which the business can have a direct influence on the environment.

Any (2 x 1) (2)

2.2 Meaning of power relationships

- Power relations can be described as a measure of a business's ability to control its environment and the behaviour of other businesses. ✓✓
- Power relations exist in all relationships in society. ✓✓
- When two or more businesses negotiate a transaction, one of them may be in a stronger position than the others. ✓✓
- The power that the business has on the environment determines the status it holds within its industry. ✓✓
- A business can form relationships with its environment and markets. ✓✓
- Any other relevant answer related to the meaning of power relationships.

Max (8)

2.3 THREE ways businesses can form power relations

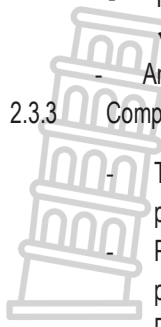
2.3.1 Strategic Alliance/Partnership Agreements ✓✓

- Businesses form partnership agreements in order to ✓ benefit each other's involvement. ✓
- These partnership alliances help parties involved to benefit ✓ in infrastructure development and scarce skills. ✓
- These alliances are designed to build on the expertise of each partner ✓ and on the way and on the way in which they complement each other ✓
- Any other relevant answer related to strategic alliance/partnership agreements.

Heading (2)
Explanation (2)
Sub max (4)

2.3.2 Persuasion of large investors ✓✓

- If a business has a powerful investor, the business can often benefit from the relationship ✓ so that it can gain credit more easily and better deals from suppliers ✓
- Businesses invite powerful influential people to sit on their board of directors ✓ in order to get advice from those people. ✓
- Having such powerful people as part of the business may have a positive influence ✓ on the reputation and image of the business. ✓

- 
- If a business has a large/powerful investor✓, the business can gain credit more easy/get better deals from suppliers.
 - Any other relevant answer related to persuasion of large investors.
- 2.3.3 Company Representatives' Influence✓✓
- This representative fulfils an important function in trying to persuade investors to✓ invest in a particular business practice. ✓
 - People will make decisions based on the company's image✓, personality, communication style and power of persuasion. ✓
 - Businesses must invest time and energy✓ to recruit the right person for this job✓
 - Any other relevant answer related to company representatives' influence.

Heading (2)
Explanation (2)
Sub max (4)
Max (12)

- 2.4 Benefits of social responsibility projects for Businesses
- Increases employees' morale and job satisfaction✓ when they are involved in social responsibility programs. ✓
 - Businesses can use CSR/CSI projects as a marketing strategy✓ to promote their products. ✓
 - CSI helps to attract investors✓ because of increased profits/income. ✓
 - Promotes customer loyalty✓ resulting in more sales. ✓
 - May attract experienced employees/increase the pool of skilled labour✓, which could increase productivity. ✓
 - Positive/improved image as the business looks after employees✓/responsibly✓ conducts itself. ✓
 - A business may have a competitive advantage✓, resulting in good publicity/an improved reputation. ✓
 - The business enjoys the goodwill/support✓ of the community. ✓
 - Accept any other relevant answer related to the benefits of social responsibility projects for businesses. Max (14)

- 2.5 Ways in which the business can have a direct influence on the Environment
- Businesses need to be flexible by getting involved in research/development so that they can continue to operate. ✓✓
 - They can influence their suppliers by signing long-term contracts for their raw materials at fixed prices. ✓✓
 - They can also influence their customer base by creating new uses of a product, taking customers away from competitors, finding new customers, and convincing them that they need the new product. ✓✓
 - They can influence regulators through lobbying and bargaining. ✓✓
 - Influence their owners using information contained in annual reports. ✓✓
 - Initiate bargaining sessions between management and unions. ✓✓
 - Negotiate strategic alliance agreements through contractual processes. ✓✓
 - Accept any other relevant answers related to ways in which the business can have a direct influence on the environment. Max (12)

- 2.6 Conclusion
- Businesses should encourage employees to network with other employees from other businesses, has this will allow for the business to gain new and better improved ideas. ✓
 - Businesses should train their company representatives so that they are able to positively influence investors and increase their profitability. ✓
 - Businesses should embark on social responsibility projects, has this will allow businesses to sustain and secure their customer base in the future. ✓

- Businesses should participate in bargaining sessions and lobbying as this will assist them in influencing decisions that will impact on business operations. ✓
- Any other relevant conclusion related to the meaning of power relationships, ways businesses can form power relations, benefits of social responsibility programs for businesses, and ways in which the business can have a direct influence on the environment. Any (2x1) (2)

ACTIVITY 2: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Elaborate on the meaning of power relationships	8	
Ways business can form power relations	12	
Benefits of social responsibility programs for businesses	14	
Ways in which the business can have a direct influence on the environment	12	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all.

4. IMPACT AND CHALLENGES OF SOCIO ECONOMIC ISSUES

ACTIVITY 1

1.1

1.1.1 D✓✓

1.1.2 B✓✓

1.1.3 A✓✓

1.1.4 C✓✓

1.1.5 D✓✓

(5x2) (10)

1.2

1.2.1 low income levels✓✓

1.2.2 strikes✓✓

1.2.3 trademark✓✓

(3x2) (6)

1.3

1.3.1 F✓✓

1.3.2 E✓✓

1.3.3 A✓✓



(3x2) (6)

ACTIVITY 2

2.1 List industrial actions

- Strikes ✓
- Go-slows ✓
- Lockout ✓

(3 x 1) (3)

NOTE: Mark the first THREE (3) only.

2.2 Identification of socio-economic issues

- 2.2.1 Inflation ✓✓
- 2.2.2 Dumping ✓✓
- 2.2.3 Exhaustion of natural resources ✓✓

Max (6)

2.3 Meaning of trade unions

- A trade union is an organisation that protects and lobbies for the rights of workers ✓ and represent their interest in negotiations with employers. ✓
- It is a group of employees who associate together in a particular industry such as mining/steelworks/etc ✓ with the purpose of protecting the rights of their members. ✓
- Any other relevant answer related to the meaning of trade unions.

Max (2)

2.4

2.4.1 Functions of trade unions

- improvement of employment conditions. ✓
- protection of workers from unfair labour practices and unfair dismissal. ✓

Max (2)

NOTE: Mark functions quoted from the scenario only

2.4.2 Other roles of trade union

- Serves as mechanism through which employees have a collective voice in the workplace. ✓✓
- Unions communicate to the company's management the members' grievances such as unfair dismissal, low wages and conditions of services. ✓✓
- They ensure that employees are treated fairly and respected. ✓✓
- Unions are involved with social dialogue regarding poverty alleviation, job creation and wealth distribution. ✓✓
- Any other relevant answer related to the role of trade unions.

Any (2x2)= (4)

2.4 Description of solution to piracy

Patent ✓✓

A patent prevents other businesses/people not to produce and sell ✓ the same product/ specific service.

✓

Businesses can take out a patent for new inventions ✓ and include a sample of their invention with application. ✓

They must register a patent ✓ with the patents office in South Africa. ✓

The invention must comply ✓ with Patent Act No. 57 of 1978. ✓

They can bring legal proceedings ✓ against anyone who uses the invention. ✓

Any other relevant answer related to the meaning of patent.

Trademarks ✓✓

- Businesses can have trademarks✓ to identify themselves and their products. ✓
- They must register their trademarks✓ with the Register of Trademarks at the Companies and Intellectual Property registration. ✓
- registered trademark is protected forever✓ provided it is renewed every ten years and a renewal fee is paid. ✓
- Claim damages from someone✓ who infringes the trade mark. ✓
- Any other relevant answer related to the meaning of trademark.

Max (4)

NOTE: Mark only the first solution.

2.5 Roles of trade unions

- Serves as mechanism through which employees have a collective voice in the workplace. ✓✓
- Unions communicate to the company's management the members' grievances such as unfair dismissal, low wages and conditions of services. ✓✓
- They ensure that the employers include employees in the decision making process. ✓✓
- They ensure that employees are treated fairly and respected. ✓✓
- Unions are involved with social dialogue regarding poverty alleviation, job creation and wealth distribution. ✓✓
- Any other relevant answer related to the role of trade unions.

Max (4)

2.6 Identification of socio-economic issues

SOCIO-ECONOMIC ISSUE	MOTIVATION
1. Lack of skills ✓✓	NL is experiencing this challenge as a result of employees who do not have the expertise to produce quality products. ✓
2. Illiteracy ✓	Some of the employees at NL cannot read or write. ✓
Sub max (4)	Sub max (2)

Max (6)

NOTE:

1. Mark the first TWO (2) only.
2. The answers do not have to be in tabular format.
3. Award marks for socio-economic issues even if the quotes were incomplete.
4. Do not award marks for motivations if the socio-economic issues were incorrectly identified.

Max (6)

2.6.2 Negative impact of socio-economic issues

Lack of skills

- Businesses cannot find candidates ✓ with adequate skills and experience. ✓
- Businesses end up appointing a candidate who lacks certain skills✓ resulting in poor products and services. ✓
- Training employees is expensive and productivity will be affected ✓ as it takes time for newly trained employees to learn his/her new jobs. ✓



- The cost of labour becomes expensive✓ as some businesses recruit candidates from abroad. ✓
- Any other relevant answer related to the negative impact of lack of skills as a socio-economic issue.

Any (2x2)=(4)

Illiteracy

- Business sometimes needs to employ people✓ even though they do not have the correct skills. ✓
- Training of these employees can be very costly✓ and the business suffers a financial loss. ✓
- Employees without the correct skills can also be the cause of accidents in the workplace✓ and this could impact on the image of the business. ✓
- Difficult to market products to people✓ who cannot read or write. ✓
- Any other relevant answer related to the negative impact of illiteracy as a socio-economic issue.

Any (2x2)=(4)

Max (4)

2.7 Impact of piracy

- It can undermine the music/movie industry✓ as they lose money. ✓
- Drives up the prices of products ✓in order to compensate for the loss in sales. ✓
- Leads to job losses✓ in the industry ✓
- The music industry feel reluctant to develop new talents✓ as the element of risk is too high. ✓
- May cause damage ✓to the value of the businesses. ✓
- The businesses lose out on sales and income✓ which in turn threatens industry.✓
- The business loses✓ out on productivity and profits. ✓
- Any other relevant answer related to the negative impact of piracy on businesses.

Max(6)

ACTIVITY 3

BUSINESS ENVIRONMENTS (SOCIO-ECONOMIC ISSUES)

3.1 Introduction

- The Labour Relations Act was introduced to provide protection to employees and ensure their rights are recognised in the workplace.✓
- Businesses should be aware of different industrial actions that can be undertaken by employees as they may affect businesses negatively.✓
- Socio-economic issues have drastic impact on the success of the business as they affect operations negatively.✓
- Trade unions are responsible for different functions which seek to protect employees in the workplace.✓
- Any other relevant introduction related to the purpose of Labour Relations Act, differences between strikes and go-slows, impact of piracy, unavailability of natural resources and dumping and the functions of trade unions.

(2 x 1) (2)

3.2 Purpose of Labour Relations Act

- Provides a framework where the employees, trade unions and employers work together to discuss matters relating to employment, e.g. wages, conditions of employment. ✓✓
- Promotes orderly negotiations and employee participation in decision making in the workplace. ✓✓
- Promotes resolution of labour disputes. ✓✓
- Promotes fair employment practices. ✓✓
- Outlines the relationship between employees and employers. ✓✓
- Provides simple procedures for the registration of trade unions and employers' organizations. ✓✓
- Regulates the rights of trade unions and facilitates collective bargaining. ✓✓
- Regulates the effectiveness of bargaining councils and statutory councils. ✓✓
- Establishes workplace forums to promote the interest of all employees in the workplace whether they belong to the trade union or not. ✓✓
- Allows workplace forums where employees may participate in decision making. ✓✓
- Establishes the Commission for Conciliation, Mediation and Arbitration (CCMA) to resolve labour disputes through statutory conciliation, mediation and arbitration. ✓✓
- Endorses the right to strike against retrenchments, and facilitates labour disputes. ✓✓
- Clarifies the transfer of contracts of employment procedures. ✓✓
- Establishes Labour Courts and Labour Appeal Courts to deal with labour issues. ✓✓
- Any other relevant answer related to the purpose of Labour Relations Act.

Max (12)

3.3 Differences between Strikes and Go Slows

Strikes	Go Slows
<p>A strike is when employees stop working ✓ completely. ✓</p> <p>Employees do not get paid ✓ for the days spent on strikes. ✓</p> <p>Strikes represent the final stage of dispute/disagreement ✓ between management and employees. ✓</p> <p>The purpose of a strike is to force employers ✓ to agree to the demands of the strikers. ✓</p> <p>Any other relevant answer related to the meaning of strikes.</p> <p>Sub Max (6)</p>	<p>Go slow is a collective industrial action taken by workers ✓ in protest against an employer. ✓</p> <p>Workers work slowly ✓ as possible or reduce production output. ✓</p> <p>Employees still have to be paid as they are doing their work ✓ whereas they do not get paid when they go on strike. ✓</p> <p>Any other relevant answer related to the meaning of a go-s</p> <p>Sub Max (6)</p>

NOTE:

1. The answers do not have to be in tabular format.
2. The differences do not have to link but must be clear.
3. Award a maximum of SIX (6) marks if differences are not clear/Mark either strikes or go-slows.

Max (12)

3.4 Impact of Socio-economic issues

3.4.1 Negative impact of inflation

- Inflation increases the costs ✓ of raw materials and other inputs. ✓

- This leads to optimum productivity ✓ whereby business has to produce the maximum possible output using the least possible input. ✓
- It decreases consumer spending ✓ resulting in decreased sales and profitability. ✓
- Employees may be retrenched which increases unemployment ✓ and decreases buying power even further. ✓
- Any other relevant answer related to the negative impact of inflation as a socio-economic issue.

Max (6)

3.4.3 Impact of dumping

- Loss of profits as some local producers cannot compete ✓ with cheaper prices. ✓
- Businesses may lose revenue ✓ and be forced to shut down their operations. ✓
- Can lead to a decrease in local production ✓ and loss of jobs. ✓
- Local businesses are unable to produce the same products ✓ at an equal or lower price. ✓
- Any other relevant answer related to the negative impact of dumping on businesses.

Sub Max (6)

Max (12)

3.5 Functions of trade unions

- Improves conditions of employment. ✓✓
- Ensures that all employees are treated equally in the workplace. ✓✓
- Representing the interest of general society and minority groups through media and negotiations. ✓✓
- Influencing government decisions. ✓✓
- Representing employees corporately and individually. ✓✓
- Improving material benefits of their members. ✓✓
- Establishing minimum economic and legal conditions/influencing economic policy and law. ✓✓
- Playing a role as moral institutions that will uplift the weak and oppressed and give them the dignity and justice they deserve. ✓✓
- Protecting workers from unfair labour practices and unfair dismissal. ✓✓
- Take legal action on behalf of members when necessary. ✓✓
- Any other relevant answer related to the functions of trade unions.

Max (10)

3.6 Conclusion

- Businesses should ensure compliance with the Labour Relations Act. ✓✓
- Understanding differences between strikes and go-slows will help businesses deal with the challenges resulting from these industrial actions. ✓✓
- Businesses need to devise strategies to deal with socio-economic issues as they may negatively affect business operations. ✓✓
- The functions of trade unions should be clearly understood in order to protect the rights of employees in the business. ✓✓
- Any other relevant conclusion related to purpose of Labour Relations Act, differences between strikes and go-slows, impact of piracy, unavailability of natural resources and dumping and the functions of trade unions.

(1 x 2) (2)

[40]

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
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Introduction	2	Max 32
Purpose of Labour Relations Act	12	
Differences between strikes and go-slows	12	
Impact of socio-economic issues		
○ Inflation	4	
○ Dumping	4	
Functions of trade unions	10	
Conclusion	2	
INSIGHT		
Layout	2	8
Analyse/Interpret	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

5. BUSINESS SECTORS

SECTION A

QUESTION 1

1.1

1.1.1 C✓✓

1.1.2 B✓✓

(2 x 2) (4)

1.2

1.2.1 secondary✓✓

1.2.2 primary ✓✓

(2 x 2) (4)

1.3

1.3.1 C✓✓

1.3.2 E✓✓

1.3.3 A✓✓

(3 x 2) (6)

SECTION B

ACTIVITY TWO

2.1 Three business sectors

– Primary ✓

– Secondary✓

– Tertiary✓

Note: Mark the first THREE only.



(3)

2.2

BUSINESS SECTOR	MOTIVATION
1. Secondary✓✓	• Milton manufacturers(MM) produces a variety of fruit juices. ✓

2. Primary ✓✓	<ul style="list-style-type: none"> Their supplier Palm Farms(PF) provides MM with the variety of fruits required for production. ✓
Sub max (4)	Sub max (2)

Max (6)

2.3 Meaning of tertiary sector

- Businesses that offer services✓ to other businesses and consumers. ✓
- They exist to facilitate the transport, distribution✓ and sale of goods produced in the secondary sector. ✓
- This sector is also known as✓ the service industry✓
- Any other relevant answer related to meaning of tertiary sector.

Max (4)

2.4 Relationship between the primary, secondary, and tertiary sectors

- The primary sector depends on the secondary sector✓ for manufactured goods such as machinery/equipment/fertilisers✓ e.g. a farmer requires seed from another farmer. ✓
- The primary sector is dependent on the tertiary sector✓ for its customer needs. ✓
- The secondary sector processes the raw material✓ obtained from the primary sector into more useful products. ✓
- The secondary sector depends on the primary sector✓ for raw materials and products. ✓
- The secondary sector needs the tertiary sector✓ to sell their processed or manufactured goods✓ and also for services such as banks, insurance, transport, and communication. ✓
- The tertiary sector depends on the primary sector✓ for raw materials that do not need processing by the secondary sector. ✓
- The tertiary sector depends on the secondary sector✓ for manufactured goods such as office machines/office furniture/stationery etc. ✓
- Any other relevant answer related to the relationship between the primary, secondary, and tertiary sectors.

Max (4)

6.BENEFITS OF ESTABLISHING A COMPANY OVER OTHER FORMS OF OWNERSHIP

SECTION A

ACTIVITY 1

1.1

- 1.1.1 C✓✓
- 1.1.2 B✓✓
- 1.1.3 D✓✓
- 1.1.4 A✓✓
- 1.1.5 D✓✓

1.2

- 1.2.1 B✓✓
- 1.2.2 E✓✓
- 1.2.3 D✓✓
- 1.2.4 C✓✓
- 1.2.4 G✓✓

(2x5) (10)

(2x5) (10)



1.3



1.3.1 Public company✓✓

1.3.2 Unlimited ✓✓

1.3.3 Prospectus✓✓

1.3.4 Profit✓✓

1.3.5 Secondary✓✓

(2x5) (10)

ACTIVITY 2

2.1 types of profit companies

- Private company✓
- Public company✓
- Personal liability company✓
- State-owned company ✓

(4)

2.2 Characteristics of a partnership

- A partnership is an agreement✓ between two or more persons.✓
- Each partner contributes to the partnership, for example, skills, resources or money✓ into the business.✓
- Profit and losses are shared among partners ✓ according to the partnership agreement.
- Partnerships are not legal entities. ✓
- This means that partnerships do not pay tax✓ in their personal capacities.✓
- Profit is divided among partners ✓ in a ratio as agreed in the partnership agreement.✓
- No legal requirements ✓ regarding the name of the business.✓
- Partners have unlimited liability and are jointly and severally liable ✓ for the debts of the business.✓
- The auditing of financial statements✓ is optional.✓
- Partners share responsibilities and they are all involved✓ in decision-making.✓
- No legal formalities to start✓, only a written partnership agreement is required.✓
- Partnership has no legal personality and therefore has no continuity✓ when a partner leaves the business.✓
- The legal liabilities lie with the partners and they cannot shift the liability to the business.
- Any relevant answer in relation to the characteristics of a partnership

(4)

2.3

2.3.1 Private company✓✓

Motivation: SEP does not need to publish a prospectus as it cannot trade its shares publicly.✓

(2)

(1)

2.3.2 Disadvantages of a private company

- More tax requirements✓ e.g., double taxation.✓
- Restricted from raising funds ✓ directly from the public. ✓

- Costs and formalities ✓ associated with forming a company. ✓
- If there are more shareholders, ✓ there will be less profit shared. ✓
- Difficult and expensive to establish as the company is subjected to many legal requirements. ✓
- Some shareholders may not exercise their voting rights r✓ resulting in choosing the wrong person as a director. ✓
- Directors may sometimes act in their own interest, n✓ot in the company's best interest. ✓
- Decision making takes time✓ because of the large number of people in management✓ (6)

2.3.3 Difference between a private company and personal liability company

PRIVATE COMPANY	PERSONAL LIABILITY COMPANY
- Name ends✓ with PTY Ltd✓	- Name ends✓ with Inc. ✓
- The company has its own legal identity ✓and shareholders have limited liability. ✓	- Directors have unlimited ✓liability and they are jointly liable for the debts of the business. ✓

(8)

2.4 Advantages of a state-owned company

- Profits may be used✓ to finance other state departments✓
- Offer essential services✓ which may not be offered by the private sector. ✓
- Prices are kept ✓reasonable. ✓
- Wasteful duplication of services✓ is eliminated. ✓
- Planning can be coordinated ✓tthrough central control. ✓
- Generates income to✓ finance social programmes.□
- Jobs are created✓ for all skills levels✓.
- Any other relevant answer in relation to the advantages of a state-owned company

(6)

2.5 Forms of ownership from the given scenarios.

- 2.5.1 Co-operatives✓✓
- 2.5.2 State-owned company✓✓.
- 2.5.3 Public company✓✓
- 2.5.4 Partnership✓✓
- 2.5.5 Personal liability company✓✓

(2x5) (10)

2.6

- 2.6.1 BLL is managed by qualified and competent board of directors. ✓

They also have tax benefits that other enterprises do not have. ✓

(1x2) (2)

- 2.6.2 Challenges of establishing a company over other forms of ownership

- The owners of the company have more liability. ✓Directors might not have a personal stake in the company. ✓
- If directors change, ✓there might be a difference in the continuity of management. ✓



- Directors may not have a personal interest in the business, ✓ and this could prevent the business from gaining help to maximise growth and profits ✓
- There may be a conflict ✓ between the owners of the company and the management in control. ✓
- Politics can get in the way ✓ and directors are appointed for the wrong reasons ✓ A company may cease to exist ✓ if it is deregistered by CIPC. ✓
- Directors who do not have a personal interest in the business ✓ might not attract investors ✓ The limited liability aspect of the company ✓ generates more paperwork in the registration process. ✓
- When directors change ✓ there could be a lack of continuity in management. □
- Companies have ✓ more taxation requirements ✓ The more shares □ there are the less profit per share ✓ A company must submit a detailed report ✓ to all stakeholders at the end of each financial year. □
- A large amount of money is spent on financial audits and accounting fees □ because of government regulations. □
- Companies must disclose all financial information ✓; This could provide their competitors with an unfair advantage ✓
- State-owned companies often deliver non-profitable services ✓ that leads to the government losing money through the business. ✓
- Any other relevant answer in relation to the challenges of establishing a company over other forms of ownership.

(6)

2.7

2.7.1

- Thabani Ntuli registered his business All The Bears (ATB) with the Companies and Intellectual Property Commission. □ ✓
- The name can be reserved for six months and is subject to approval by CIPC ✓ (2)

2.7.2 Other requirements for the name of the company

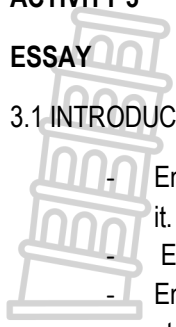
- The name of a company is subject to approval by CIPC ✓ ✓
- The name of a company must be original and may not be misleading. □
- A company's name must appear on all company documents. ✓ ✓
- The name of a company must show the type of company, that is:
 - the name of the non-profit company must end with NPC ✓ ✓
 - the name of a personal liability company must end with Incorporated or Inc. ✓ ✓
 - the name of a private company must end with Proprietary Limited or Pty Ltd ✓ ✓
 - the name of a public company must end with Limited or Ltd. ✓ ✓
 - the name of a state-owned company must end with SOC Ltd ✓ ✓
- The name of the company must not be offensive, promote violence or hatred and cause any harm. ✓ ✓
- The name must not be shortened and translated. A company is not allowed to use a misleading name ✓ ✓
- Any other relevant answer related to the requirements for the name of the company.

(6)

ACTIVITY 3

ESSAY

3.1 INTRODUCTION

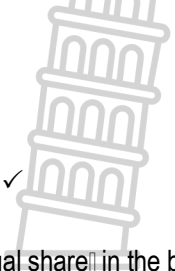
- 
- Entrepreneurs should understand the characteristics of the public company if they wish to establish it. ✓
 - Entrepreneurs should be aware of advantages of Co-operatives ✓
 - Entrepreneurs may establish company over other forms of ownerships by taking into account legal status and liability, profit sharing and taxation among other benefits. ✓
 - Understanding the procedure for formation of the company could help an entrepreneur to save time when establishing the company. ✓
 - Any relevant introduction in relation the characteristics of the public company/advantages of Co-operatives/ benefits of establishing a company over other forms of ownership/ the procedure for the formation of companies.

(1x2)

3.2 Characteristics of a public company

- A minimum of one person is required to start a public company. ✓✓
- Requires three or more directors and three or more shareholders. ✓✓
- Register with the Registrar of Companies by drawing up a Memorandum of Incorporation. □ ✓✓
- The company name ends with letters Ltd ✓
- Has legal personality and therefore has unlimited continuity. □ ✓✓
- Raises capital by issuing shares to the public and borrowing capital by issuing a debenture. □
- A prospectus is issued to the public to raise capital. ✓✓
- Shareholders have limited liability ✓✓ The new Act forces personal liability on directors who knowingly take part in conducting business in a reckless or fraudulent manner ✓✓
- The company has a legal personality as well as unlimited continuity. ✓✓
- A public company is required to hold an AGM (Annual General Meeting) ✓✓
- Auditing of financial statements is compulsory and audited statements are available to shareholders and the public ✓
- Profits are shared in the form of dividends in proportion to the share held ✓✓

3.3 Advantages of cooperatives

- 
- Decision making ✓ is by a group. ✓
 - Access to resources ✓ and funding. ✓
 - Co-operatives have continuity ✓ of existence ✓
 - Profits are shared equally ✓ amongst members. ✓
 - Members are motivated ✓ because they are working for themselves ✓
 - Members have ✓ limited liability ✓
 - The decisions ✓ are democratic and fair ✓ Each member has an equal share □ in the business. □ ✓
 - A co-operative can appoint ✓ its management. ✓
 - Can gain extra capital ✓ by asking its members to buy shares ✓
 - Resources of many people are pooled together ✓ to achieve common objectives ✓
 - Any other relevant answer in relation to the advantages of cooperatives

3.4 Benefits of a company over other forms of ownership

Legal status and liability

- A company has its own legal status, ✓ trading name, and owns its assets. ✓
- Shareholders' private assets are protected ✓ as they have limited liability. ✓
- The shareholders ✓ have no direct legal responsibility ✓
- Companies have their names, ✓ and these are protected

Profit-sharing

- Shareholders share in the profits of the company ✓ in the form of dividends. ✓
- Other forms of ownership will share profit ✓ according to their contribution or internal agreement ✓

Taxation

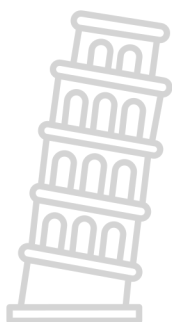
- Companies have tax benefits ✓ that other enterprises do not have ✓
- They may obtain tax rebates ✓ if they are involved in social responsibility projects. ✓
- Allowances made for companies ✓ such as tax-deductible business ✓ expenses are:
 - Day to day expenses such as: material and equipment costs, employee costs and administrative costs, business/office rental costs ✓
 - Capital expenses ✓ Education ✓
 - Entertainment ✓ Business start-up expenses ✓
 - The life span of a sole proprietor and partnership is limited. ✓

Procedure for the formation of companies

- Determine the people establishing the company. ✓ ✓
- Prepare a memorandum of incorporation, open a bank account, and register for taxation ✓ ✓
- File a notice of incorporation and obtain a unique registration number. ✓ ✓
- Draw up a prospectus for potential investors ✓ ✓
- Register the company at the Companies and Intellectual Property Commission (CIPC). ✓ ✓
- A company becomes a legal entity once registration has been finalised. ✓ ✓
- A company is registered and may start doing business once:
 - o the name of the company has been approved ✓ ✓
 - o the prescribed fees have been paid. ✓ ✓
 - o the Notice of Incorporation have been lodged ✓ ✓
 - o the application to incorporate a new company has been processed by the CIPC. ✓ ✓
- Any other relevant answer in relation to the procedure for the formation of companies

Conclusion

- Understanding the characteristics Public Company enables the entrepreneurs to make a well-informed decision about its formation ✓ ✓
- Choosing a Cooperatives should be informed by a fully analysis of it advantages ✓ ✓
- Establishing a company over other forms of ownerships should be informed by relevant benefits which include legal status and liability, profit sharing and taxation ✓ ✓
- Provision for procedure for the formation of the company seeks to provide simple procedure for the formation of the company. ✓ ✓
- Any relevant in relation the characteristics of the public company/advantages of Co-operatives/ benefits of establishing a company over other forms of ownership/ the procedure for the formation of companies.



DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
The characteristics of a public company	12	
the advantages of cooperatives.	12	
The benefits of establishing a company over other forms of ownership:		
- Legal status and liability	4	
- Profit sharing	4	
- Taxation	4	
	[12]	
The procedure for the formation of companies.	10	8
Conclusion		
INSIGHT	2	
Layout	2	
Analysis/interpretation	2	
Synthesis	2	
Originality		
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if only some of the requirements are met.

Allocate 0 marks where requirements are not met at all.

7.AVENUES OF ACQUIRING A BUSINESS

ACTIVITY 1

1.1.1 A✓✓

1.1.2 B✓✓

1.2.1 franchises✓✓

1.2.2 Royalties✓✓

1.3.1 A✓✓

ACTIVITY 2

2.1 Meaning of franchising

- Franchising is a licence to use the name, idea, ✓ and processes of an existing



business in a specific geographic area. ✓

- A franchise is an agreement ✓ between a franchisor and a franchisee. ✓
- According to a franchise agreement, the franchisee obtains the right from the franchisor ✓ to use the name and trademark of the franchisor and to sell the franchisor's products. ✓
- A franchise serves as a marketing ✓ and distribution system for franchisors. ✓
- Any other relevant answer related to the meaning of franchising

Max 4

2.2 Aspects that must be included in the franchising contract

- Policies that govern the product and services ✓✓
- Royalties and the dates of payment ✓✓
- The form of ownership that the franchise will use ✓✓
- Operation specifications like marketing strategy and pricing ✓✓
- A termination clause that details the circumstances under which the parties may end the legal relationship. ✓✓
- Confidentiality clause
- Tax requirements ✓✓
- Disclosure documents ✓✓
- Settlements of disputes
- How to sell or transfer the franchise ✓✓
- Total investment ✓✓
- How to deal with trademarks, patents and logo. ✓✓
- Advertising policies ✓✓
- The initial duration of the franchise and any renewal rights. ✓✓
- Any other relevant answer related to the aspects that must be included in the franchising contract.

(3x2) (6)

2.3.1 Outsourcing ✓✓

(2)

2.3.2 Advantages of outsourcing

- Will provide continuity ✓ during periods of high staff turnover. ✓
- Allows businesses to focus ✓ on important business activities. ✓
- Operations, where costs are running out of control ✓ can benefit from outsourcing. ✓
- Staffing flexibility is possible ✓ because the business can make use of seasonal cyclical demands, for example, when there are only certain times when extra labour is needed. ✓
- On-site outsourcing will bring people with a certain skill set into the company, ✓ and existing employees can collaborate with them to gain new skills. ✓
- A company is able to reduce costs as outsourcing ✓ can lead to a decrease in staff, remuneration, control and operating costs. ✓
- The business can focus on its vision, goals ✓ and to apply its staff more effectively in its core business. ✓
- Improved access to skilled people as the outsourced work will be done by highly skilled people, ✓ without the company having to employ them. ✓
- A business has access to resources ✓ and equipment for a specific function. ✓
- Fixed cost and overhead costs ✓ are lower for the business. ✓
- Any other relevant answer related to the advantages of outsourcing.

(2x2) (4)

2.4 Disadvantages of Leasing

- The lessee does not automatically become the owner of the asset. ✓✓
- No added tax advantages can be derived from leasing expenses. ✓✓
- Lease payments are treated as expenses and not as payments towards an asset. ✓✓
- When paying lease payments towards a property, the business cannot benefit from any appreciation in the value of the property. ✓✓
- Lease expenses reduce the net income of a business. ✓✓
- It might be difficult for a business to raise or access further loans because leasing is treated as debt. ✓✓
- A lease agreement is a complex process and requires thorough documentation and proper examination of an asset being leased. ✓✓
- The lessee normally remains responsible for the maintenance and proper operation of the asset being leased. ✓✓
- The lessee is bound by a contract. ✓✓
- Any relevant answer related to the disadvantages of leasing. (3x2) (6)

2.5

2.5.1 Leasing ✓✓

2/5.2 Outsourcing ✓✓

2.6 Avenues of acquiring a business

AVENUES OF ACQUIRING BUSINESSES	MOTIVATIONS
1. Leasing ✓✓	RE enters into an agreement with tenants and receives monthly payments for the use of these properties. ✓✓
2. Outsourcing ✓✓	RE also requested RG Technologies for technology services to focus on the core activities of the business. ✓✓

2.6.1 Reasons why entrepreneurs decide to purchase existing businesses

- Easier to raise finance ✓✓ if the business has a good history / image. ✓✓
- Immediate cash flow ✓✓ as there are already established customers. ✓✓
- Market research has already been done ✓✓ and there is an established customer base ✓✓
- Distribution / Supply links / Staff / Network ✓✓ is / are already established. ✓✓
- A market for business products or services ✓✓ has already been established. ✓✓
- Existing employees and managers may have experience ✓✓ they can share. ✓✓
- Many business problems ✓✓ have already been solved. ✓✓
- Any other relevant answer related to the reasons why entrepreneurs may decide to purchase an existing business. ✓✓

ACTIVITY 3

3.1 Introduction

- Franchising is the right granted by a franchiser to franchisee to use a special business's name and brands. ✓✓
- Not all entrepreneurs are able to start their own businesses. ✓✓

- A contractual obligation of leasing is an agreement between the lesser and the lessee. ✓
 - Any other relevant introduction related to franchising, leasing and contractual implications of leasing
- Any (2x1) (2)**

3.2 Advantages of franchising

- It allows businesses to buy a well-known brand which guarantees sales and good return ✓✓
- Purchasing a franchise is cheaper than starting a new business. ✓✓
- Franchising reduces long-term financial risk. ✓✓
- A business is based on a proven idea and the product and service are tried and tested. ✓✓
- A franchisee can get support from the franchisor, which often includes training, advice, and marketing. ✓✓
- Forms of financing that are not available to the public are often available to franchisees. ✓✓
- Purchasing a franchise could be cheaper than starting your own business. ✓✓
- Businesses are able to use a recognised brand name and registered trademark, which helps with advertising and marketing. ✓✓
- The systems/operations/goods and services are well established. ✓✓
- There is often access to group support from other franchisees and a network of communication and legal advice. ✓✓
- Established suppliers give bulk discounts as they form part of a larger group ✓✓
- The marketing and advertising costs are shared so they are often lower than for a non franchised business. ✓✓
- Management advice is often provided, so it is not necessary to be a business expert. ✓✓
- Any other relevant answer related to the advantages of franchising.

▪ **Max (12)**

4.3.1 Reasons why entrepreneurs may decide to purchase an existing business

- Easier to raise finance ✓ if the business has a good history / image. ✓
- Immediate cash flow ✓ as there are already established customers. ✓
- Market research has already been done ✓ and there is an established customer base. ✓
- Distribution /Supply links /Staff / Network ✓ is /are already established. ✓
- A market for business products or services ✓ has already been established. ✓
- Existing employees and managers may have experience ✓ they can share. ✓
- Many business problems ✓ have already been solved. ✓
- Any other relevant answer related to the reasons why entrepreneurs may decide to purchase an existing business.

NOTE: Mark the first FIVE(5) only

Max (10)

4.4 Advantages of leasing

- There is no large financial outlay ✓ as the cost is spread over a number of months or years. ✓
- The lessor normally covers the maintenance ✓ or replaces any damaged parts or equipment.
- The assets can be returned to the lessor ✓ when it is no longer needed. ✓
- There are tax advantages, as rental payments ✓ are calculated as operating costs and therefore tax-deductible. ✓
- It makes budgeting, planning and administration practices easier ✓ and provides better control over cash flow. ✓

- It is easy to lease a better or newer version of the product ✓ without the capital outlay. ✓
- Leasing costs are tax-deductible.
- It is easier to find finance for a lease agreement ✓ than for the purchasing of an expensive asset. ✓
- The asset is used only until it is no longer needed ✓ or until the end of the lease term. ✓
- The lessor is usually an expert ✓ in the field. ✓
- Maintenance is conducted regularly ✓ and should be written into the contract. ✓
- Technicians are always on standby ✓ to offer advice and training. ✓
- The reputation of the company that leases the asset ✓ is at stake, so it will make sure that the lessee receives the best after-sales service. ✓
- Any other relevant answer related to the disadvantages of leasing.

Max (12)

4.5 Contractual implications of leasing

- The lease agreement will indicate whether the lessee becomes the owner of the asset after the lease period for a fee or not. ✓✓
- The following details must be stated on the lease agreement:
- Names of the parties entering the lease agreement/contract. ✓✓
- Duration/Period of the lease. ✓✓
- Detailed description of what is being leased. ✓✓
- Conditions of renewal. ✓✓
- The monthly amount payable . ✓✓
- Any conditions such as deposits, insurance and security. ✓✓
- Details of how the instalment will be calculated. ✓✓
- Any specific conditions for renewing the lease at the end of the contract period. ✓✓
- The procedure and liability for legal costs if a dispute arises. ✓✓
- The procedure if the lessor or lessee become insolvent. ✓✓
- Detail of insurance, maintenance and restrictive use, up-front payment and instalments. ✓✓
- Any other relevant answer related to the contractual implications of leasing.

Max (12)

4.6 Conclusion

- A franchise enables prospective business persons to start their own business, but sell the products of a well-known business. ✓✓

BREAKDOWN OF MARKS

Details	Maximum	Total
Introduction	2	Max 32
Advantages of franchising	12	
Reasons for purchasing an existing business	10	
Disadvantages of leasing	12	
Contractual implications of leasing	12	
Conclusion	2	
INSIGHT		
Layout	2	Max 8

–	Analysis, interpretation	2	Different range of franchise
	Synthesis	2	
	Originality/Examples	2	
	TOTAL MARKS	40	

businesses creates huge revenue and employment.

- Any other relevant answer related to the reasons why entrepreneurs may decide to purchase an existing business, franchising, and leasing. ✓

Any (1 x 2) 2

[40]

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if some requirements are met.

Allocate 0 marks where requirements are not met at all.

8.CREATIVE THINKING

1.1

1.1.1B ✓✓

1.1.2C ✓✓

1.1.3B ✓✓

(6)

1.2

1.2.1 A ✓✓

1.2.3 C ✓✓

(4)

2.1

CONVENTIONAL SOLUTIONS	NON CONVENTIONAL SOLUTIONS
<ul style="list-style-type: none"> - They are solutions obtained through logical, analytical problem solving methods. ✓✓ - Ordinary and unimaginative solutions ✓✓ 	<ul style="list-style-type: none"> - They are solutions that are obtained from creative thinking. ✓✓ - Different and creative solutions ✓✓

(8)

2.2 Meaning of creative thinking

- Creative thinking is about approaching a thought/idea/problem/situation in a new and interesting ✓✓
- Creative thinking refers to thinking differently and looking at something in a new way. ✓✓
- It is a process of putting facts/concepts/principles together in new and original ways. ✓✓ (6)

2.3 3 Advantages of working with others to solve problems

- The problem can be solved ✓ faster and easier ✓.
- Workload decreases ✓ if everyone does their share. ✓
- More ideas can be generated increasing the ✓ chances of finding the best possible solutions. ✓
- Exposure to other people's thinking patterns ✓ and to the way other people approach problems ✓
- Enables team members to learn from others ✓ and accept their points of view. ✓
- Greater results ✓ can be achieved. ✓

- Team members have access to a broader ✓ base of knowledge, skills and expertise. ✓
 - The problem is viewed ✓ From different perspectives. ✓
 - Problems are analysed in greater ✓ detail which lead to better understanding of the problem. ✓
 - Promotes creative thinking and idea generation ✓ by thinking of as many ideas as possible to solve problems ✓
- (6)

2.4 Problem solving from the statement

- Delphi techniques ✓
 - Force field analysis ✓
- (2)

2.5 Application of force field from the scenario

- PM management describe the current situation and desired. ✓✓
 - List all the pros and cons to solve the business problem ✓✓
- (6)

2.5.2 Applications of force field

- Describe the current situation/ ✓ problem and the desired situation. ✓
 - Identify what is going to happen ✓ if there is no action taken. ✓
 - List all driving/pros and restraining/cons forces ✓ that will support and resist change. ✓
 - Discuss the key restraining forces ✓ and determine their strengths. ✓
 - Discuss the key driving forces ✓ and determine their strengths ✓
 - Allocate a score to each force ✓ using a numerical scale, where 1 is weak and 5 is strong.
 - Weigh up the positives and negative ✓s then decide if the project is viable. ✓
 - Analyse the restraining forces ✓ and best way of advancing them. ✓
 - Explore the driving forces and ✓ the best way of advancing them ✓
 - Choose the force with the highest ✓ score as the solution. ✓
- (6)

2.5.

- Ways in which businesses can apply the Delphi Technique in the workplace
 - Businesses must invite a panel of experts to research the complaints from customers ✓✓.
 - Experts do not have to be in one place and will be contacted individually. ✓✓
 - Design a questionnaire consisting of questions on how to improve the quality of their product/service and distribute it to the panel members/experts. ✓✓
 - Request the panel to individually respond to the questionnaire/suggest improvements to the products and return it to business. ✓✓
 - Summarise the responses from the experts in a feedback report. ✓✓
 - Send the feedback report and a second set of questions/questionnaire based on the feedback report to the panel members. ✓✓
 - Request panel members to provide further input/ideas on how to improve the quality of their products/services after they have studied the results/documentation. ✓✓
 - Distribute a third questionnaire based on previous feedback from the second round. ✓✓
 - Prepare a final summary/feedback report with all the methods to improve the quality of products.
 - Choose the best solution/proposal after reaching consensus ✓✓
- (6)

3.1 INTRODUCTION

- The businesses use routine thinking when they solve the problem in a group or as individuals ✓✓
- The business need to solve their problems efficiently to find creative solution to problem ✓✓
- Business must understand current situation problem when they used force field techniques ✓✓ (2)

3.2 Difference between routine lines versus creative thinking

ROUTINE THINKING	CREATING
<ul style="list-style-type: none"> - It refers to ordinary/every day/ conventional thinking ✓✓ - It is suitable for work that requires logic, consistency and attention to detail. ✓✓ - It does not lead to new ideas or pattern of thought. ✓✓ 	<ul style="list-style-type: none"> - It refers to looking at an opportunity/ problem in a new and different way ✓✓ - Requires businesses to apply new ways of thinking to old situations. ✓✓ - It refers to looking at an opportunity/ problem in a new and different way ✓✓
<ul style="list-style-type: none"> - Requires businesses to apply old thinking patterns to new situations ✓✓ 	<ul style="list-style-type: none"> - It leads to an idea that is original compared to existing ideas. ✓✓

(12)

3.3

Benefits/Advantages of creative thinking in the workplace

- Complex business ✓ problems may be solved. ✓
- Creativity may lead to new inventions ✓ which improves the general standard of living. • Better/Unique/Unconventional ideas/solutions are generated. ✓
- May give businesses a competitive advantage if unusual/unique solutions/ideas/strategies are implemented. ✓
- Managers/employees have more confidence ✓ as they can live up to their full potential. ✓
- Managers will be better leaders ✓ as they will be able to handle/manage change(s) positively and creatively. ✓
- Managers/Employees can develop a completely new outlook, ✓ which may be applied to any task(s) they may do ✓

(12)

3.4 Ways in which businesses can apply the Delphi Technique in the workplace

- Businesses must invite a panel of experts ✓ to research the complaints from customers. ✓
- Experts do not have to be in one place ✓ and will be contacted individually. ✓
- Design a questionnaire consisting of questions ✓ on how to improve the quality of their product/service and distribute it to the panel members/experts. ✓
- Request the panel to individually respond to the questionnaire/suggest ✓ improvements to the products and return it to business. ✓
- Summarise the responses ✓ from the experts in a feedback report. ✓
- Send the feedback report and a second set of questions/questionnaire ✓ based on the feedback report to the panel members. ✓
- Request panel members to provide further input ✓ /ideas on how to improve the quality of their products/services after they have studied the results/documentation. ✓
- Distribute a third questionnaire based on previous feedback ✓ from the second round. ✓
- Prepare a final summary/feedback report ✓ with all the methods to improve the quality of products.
- Choose the best solution/proposal after reaching consensus ✓

(12)

4.5 Ways in which businesses can apply the force field analysis

- Describe the current situation/problem and the desired situation. ✓✓
- -Identify what is going to happen if there is no action taken. ✓✓
- List all driving/pros and restraining/cons forces that will support and resist change. ✓✓
- Discuss the key restraining forces and determine their strengths. ✓✓
- Discuss the key driving forces and determine their strengths. ✓✓

- Allocate a score to each force using a numerical scale, where 1 is weak and 5 is strong. ✓✓
- Weigh up the positives and negatives then decide if the project is viable. ✓✓
- Analyse the restraining forces and best way of advancing them. ✓✓.
- If the project is viable, find ways to increase the forces for change. ✓✓
- Identify priorities and develop an action plan. ✓✓

CONCLUSIONS

- Business must use different techniques to solve the business problem efficient ✓✓

9.STRESS CRISIS MARKING GUIDE

ACTIVITY 1

1.1

- 1.1.1. A. ✓✓
- 1.1.2. D ✓✓
- 1.1.3. C ✓✓

(3x2)(6)

1.2

1.2.1. F ✓✓

1.2.2. D ✓✓

1.2.3. B ✓✓

(3x2)(6)

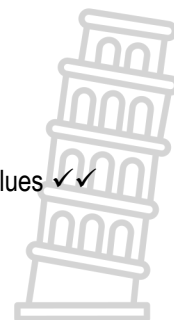
ACTIVITY 2

2.1.1.

- He is often overwhelmed at his workplace and cannot balance his personal and work. ✓
- The amount of travel required by work ✓
- Heavy workload and work demands intruding on family and personal life. ✓ (3x1)(3)

2.1.2

- Long working hours ✓✓
- Time pressures and deadlines ✓✓
- Inadequately trained subordinates ✓✓
- The necessity of attending meetings ✓✓
- Keeping up to date with new technology ✓✓
- Conflict with those in the business with different beliefs and values ✓✓
- Taking work home ✓✓
- Interpersonal relationships with colleagues ✓✓
- Incompetent bosses ✓✓
- Bullying or harassment ✓✓
- Job insecurity ✓✓
- Lack of accountability ✓✓
- Lack of participation in decision-making ✓✓
- Lack of finances, human resources or physical resources ✓✓
- Poor working conditions ✓✓
- A lack of power and influence ✓✓





- Badly designed shift systems ✓✓
- Changes in job description, management, in technology or in the economy ✓✓
- Confrontations and conflicts ✓✓
- Inadequate training ✓✓

(3x2)(6)

2.2.1.

- Breakdown in machinery ✓✓. Ben was involved in a major accident on a busy highway due to braking system malfunction ✓.

(3)

2.2.2

- . Businesses should respond appropriately and quickly to lessen the effects of the crisis. ✓✓
- Intervene swiftly and with urgency, but without panicking or overreacting ✓✓
- Identify the real nature of the crisis by making a thorough assessment of the situation and seeking expert opinions ✓✓
- Assess when the crisis happens, quickly find out what has happened without over-reacting ✓✓.
- Deal with crisis directly and timeously without trying to avoid/minimise the seriousness of the situation ✓✓
- Plan/Identify and prioritise the actions required ✓✓
- Inform/Provide accurate and correct information
- Support/Guide others through the situation by providing training and support. ✓✓
- Attempt to contain the situation to minimise further damage ✓✓
- Communicate with all stakeholders so that they are properly informed about what has happened, what the impact is and how it is being dealt with. ✓✓
- Appoint a spokesperson from the management team who will deal with all questions and provide information. ✓✓
- Regain control/Manage the situation in a calm manner until the crisis is over ✓✓.
- Obtain expert advice if the crisis falls outside the business' scope of expertise. ✓✓
- Call for help and seek assistance/advice and support from appropriate agencies and professionals ✓✓
- Arrange debriefing sessions for all those directly involved in the crisis or who have been traumatised by the event ✓✓
- Evaluate how effective the emergency plan was throughout the crisis. ✓✓
- Amend the emergency plan after evaluating what worked and what did not work. (3x2)(6)
- 2.3.1

Major changes	Motivation
<ul style="list-style-type: none"> - Affirmative Action ✓✓ - Retrenchment ✓✓ 	<ul style="list-style-type: none"> - SG employed people from marginalised backgrounds ✓ - SG has decided to lay off some employees to cut costs. ✓
<ul style="list-style-type: none"> - Unemployment ✓✓ - Globalisation ✓✓ 	<ul style="list-style-type: none"> - Three employees have lost their jobs due to the changes the business is experiencing. ✓ - SG is losing customers to Helium co. from Australia. ✓

- (12)

3.1.2.

- Affirmative action is a policy that ensures that qualified people from designated groups have equal opportunities in the workplace. ✓✓
 - The policy aims to ensure that Black South Africans, women and people with disabilities are well represented in businesses. ✓✓
 - Workers can resent affirmative action appointments and people who have been appointed in affirmative action positions. ✓✓
- (4x2)(8)

ACTIVITY 3

INTRODUCTION

- Stress can be negative or positive, negative stress is bad for business if not managed. ✓
 - Most crises happen when the business least expect it and requires swift action. ✓
 - Drastic changes must be made in the business and these might have dire consequences to operations. ✓
 - Creative ways must be formulated and implemented to deal with stress ✓
- (2x1)(2)

BODY

Importance of stress management in the workplace

- If stress is not managed effectively, it can get out of control and cause staff health issues ✓✓
- Stressed employees are more likely to miss work, both as a way to cope and due to health related problems ✓✓.
- Managing stress will curb absenteeism in order to maintain productivity at the workplace ✓✓
- Workers who suffer from stress often display poor judgement in crisis or emergency situations and this can be avoided through managing stress ✓✓
- Grievances or complaints that lead to staff turnover can be addressed if stress is well managed ✓✓
- Conflict and interpersonal problems can be avoided if stress is managed at the workplace. ✓✓
- Having stressed and tired employees serving the public may lead to poor service and unhappy customers and this can be corrected through management of stress ✓✓.
- Stressed employees are more likely to cling to the old ways of doing things by resisting change and this can be controlled through proper management of stress ✓✓
- Constant stress can cause many problems for a business since it can become an unhealthy environment ✓✓
- Too much stress can become a barrier to success and lowers the performance of workers. ✓✓

Definition of crisis

- Crises is an unforeseen event ✓ that can cause major changes in an organisation ✓
- It refers to the sudden and potentially ✓ disastrous events. ✓
- It is time of intense ✓ difficulty/ trouble/ danger ✓
- An event that can harm ✓ the business's stakeholders/ its property, finances/its reputation. ✓
- Any situation that threatens people ✓ at home or work ✓.
- Unforeseen event ✓ that can cause major changes in the organisation ✓.

Major changes that people and businesses deal with

Unemployment

- It is when employees lose their jobs ✓ because they are fired, or they quit their jobs ✓
- Change can lead to unemployment ✓ due to retrenchment ✓.
- A business may close down/sold/merge ✓ resulting to unemployment ✓.
- Coping with unemployment is traumatic ✓ and can lead to depression. ✓

Retrenchment

- Retrenchment is when a business cuts the number of workers ✓ to reduce their wages and salary bill ✓.
- A process whereby the employer reviews its business needs ✓ to increase profits or limit losses, which leads to reducing its employees. ✓
- Economic changes may result in many people ✓ being retrenched from their jobs. ✓

Ways businesses can deal with/manage change in the workplace

- Acknowledging that change is stressful and empowering employees to cope with stress. ✓✓
- Transparency in the process of change is important in building trust with employees. ✓✓
- Management need to ensure that it communicates with employees and keep all informed of decisions and anticipated changes. ✓✓
- Do not deviate from the original plan. ✓✓
- Involve employees in the transformation process.
- The business can manage change easily if employees have interpersonal relationships that are characterised by trust, respect and support ✓✓
- Employees should increase their skills levels in order to be more competitive for positions and promotion. ✓✓
- Acknowledge/Respect differences and focus on achieving the goals/objectives ✓✓
- **CONCLUSION**
- Businesses who take proactive steps in dealing with stress, crises and change remain profitable and sustainable. ✓✓

10. MARKETING FUNCTION

Activity 1

1.1


- 1.1.1 C ✓✓
- 1.1.2 C ✓✓
- 1.1.3 B ✓✓
- 1.1.4 A ✓✓
- 1.1.5 B ✓✓

5x2=(10)

1.2

- 1.2.1 Storage ✓✓





1.2.2	Trademark✓✓		
1.2.3	Unsought goods✓✓		
1.2.4	Promotional pricing	✓✓	4x2(8)
1.3.1	D✓✓		
1.3.2	J✓✓		
1.3.3	H✓✓		
1.3.4	B✓✓		
1.3.5	I ✓✓		5x2=(10)

ACTIVITY 2

2.1

- Product Policy ✓
- Pricing Policy ✓
- Distribution Policy ✓
- Communication policy ✓

Mark the first THREE (3)

2.1 Meaning of Intermediaries

- All the people that fall into the distribution process between the producer and the consumer✓✓
- They are middlemen and act as negotiators and mediators between the producer and the consumer✓✓
- The organisations involved in the distribution channel are known as intermediaries ✓✓
- Any other relevant answer to the meaning of intermediaries

Examples

- Wholesalers ✓
- Retailers ✓
- Agents ✓
- Brokers✓



Note: Meaning 2
Examples 2

2.3

- 2.3.1 Transport ✓✓
- 2.3.2 Financing ✓✓
- 2.3.3 Risk-bearing ✓✓

2.3.4 Storage✓✓

2x4=(8)

2.4 Distinguish between standardization and grading

STANDARDIZATION	GRADING
<ul style="list-style-type: none"> - Process of developing a uniform set of criteria✓ to ensure the production of quality goods ✓ - Any other relevant answer related to standardization. 	<ul style="list-style-type: none"> - Process of sorting individuals' unit of a product✓ into specific classes or grading of quality✓. - Any other relevant answer related to grading.
Sub max 2	Sub max 2

Max 4t

2.5.1 Speciality goods✓✓

- Lavelle Jeweller sells quality wedding rings and watches. ✓

(3)

2.5.2 Types of consumer goods

Shopping goods✓✓

- These goods are more expensive than convenience goods.
- Consumers do not buy them very regularly.
- Any other relevant answer related to shopping goods

Unsought goods ✓✓

- Goods that consumers do not think of until the needs of such products. ✓
- Any other relevant answer related to unsought goods

Services✓✓

- Service are not tangible ✓
- Service is rendered by service providers to consumer. ✓
- Any other relevant answer related to services

Convenience goods ✓✓

- These are low priced goods purchased by consumers without much thought. ✓
- Consumers are not willing to spend much effort on buying convenience goods because they differ very little in term of price, quality and the satisfaction it provides to consumer✓.
- Any other relevant answer related to convenience goods

Note: Name 2

Explanation 1

Max 6

2.6.1 Channels of distribution

CHANNELS OF DISTRIBUTION	MOTIVATION
1.Manufacture /Producer-Consumer✓✓	SWF makes use wholesales and retailer to sell their products to their customers. ✓
2.Manufacture/Producer-retailer -consumer✓✓	SWF decided to sell directly to their customers. ✓

Note: Identification 2 marks
Motivation 1 mark

If the identification is incorrect mark the motivation wrong

2.6.2 Channels of distribution

Manufacturer/Producer—wholesaler--retailer—consumer ✓ ✓

- This is known as the traditional channel of distribution. ✓
- The goods move from the manufacturer to wholesalers before it is bought by retailers and finally by consumers. ✓

Manufacturer – agent – wholesaler – retailer – consumer ✓ ✓

- This is the most complicated channel of distribution. ✓ ✓
- The goods move from the manufacturer to an agent then to a wholesaler. From there the goods move to the retailers and finally to consumers. ✓ ✓

Note: Name 2

Explanation 1

(Max 3)

Activity 3

3.1 Introduction

- The product policy is the first component of the marketing function ✓.
- The product is the main component of the marketing mix ✓.
- This policy explains how a business is going to develop a new product, design and package it. ✓.
- The product policy deals with the features, appearance and the benefits of the product itself ✓.
- Any other relevant answer related to product policy.

3.1 Importance of product development

- Product design needs to be designed to suit the needs of the customers. ✓ ✓..
- If the product design does not suit the target market, there will be very little demand for the product. ✓ ✓
- Business needs to develop new products in order to replace older products in stage 4 when the sales declines. ✓ ✓
- Businesses are able to remain competitive because they are always on a lookout for ways for ways to improve their products. ✓ ✓
- Products become different from those of the competitors. ✓ ✓
- Any other relevant answer related to the importance of product development.

3.2 Purpose of packaging.

- Packaging is needed to contain ✓ the item or products. ✓
- Protects the products ✓ from breakage, germs, moisture or spoilage. ✓
- Make product ✓ easier to identify. ✓
- Links the product to the promotion strategy ✓ used to promote the product. ✓
- Attract attention to show value of the product ✓ as a marketing tool ✓.
- Any other relevant answer related to the purpose of packing.

3.3 Importance of trademarks to businesses and consumers

- A trademark establishes ✓ an identity/ reputation ✓
- A registered trademark protects business ✓ against competitors who sell similar products. ✓
- A well- known trademark ✓ helps to make a brand instantly recognisable. ✓
- Offers a degree of products ✓ because branded products can be traced back to the manufacturer. ✓
- Businesses can use trademarks to market/ advertise ✓ their products. ✓

- Any other relevant answer related to the importance of trademarks to businesses and consumers

3.4 Requirements of good packaging

- Must be attractive ✓✓
- Must suit the product ✓✓
- Must protect the content ✓✓
- Suitably designed for the target market ✓✓
- Suitable for display purpose ✓✓
- Should be easy to distribute ✓✓
- Prevent spoiling or damage ✓✓
- Protect and promote the product ✓✓
- Any other relevant answer related to the requirements of good packaging

Conclusion

- Businesses should bear in mind that the process of designing a product begins with an idea and follows through to the evaluating of the idea once it has been designed.
- Businesses should also know that the type of packaging that is needed for use is determined by the type of the product designed or produces.
- Trademarks should be officially registered and protected from unauthorised use by law. After a product has been designed and developed, the business must decide on the best way to package it

11. PRODUCTION FUNCTION

ACTIVITY 1

1.1.

- 1.1.1 C✓✓
- 1.1.2 A✓✓
- 1.1.3 D✓✓
- 1.1.4 B✓✓

1.2

- 1.2.1 Production planning✓✓
- 1.2.2 Inspection✓✓
- 1.2.3 Follow up✓✓
- 1.2.4 Safe policy✓✓

1.3

- 1.3.2 G✓✓
- 1.3.3 C✓✓
- 1.3.3 I✓✓
- 1.3.4 E✓✓
- 1.3.5 D✓✓

(8)

(Max=8)

Max=10)

ACTIVITY 2

2.1 Aspects that must be considered during production planning

- Planning✓
- Routing✓
- Scheduling✓
- Loading✓

Max = (3)

Note: mark the first three only

2.2.

2.2.1 The production manager of Mato Factories ensure that every machine and worker is used to their full capacity and not left with nothing to do.✓

- Supervisors also ensure that it has the correct amount of supplies and stock at a given time which reduces wastage and unnecessary storage cost. ✓

(2)

2.2.2 Advantages of production planning

- Planning reduces wastage✓ and unnecessary storage costs. ✓
- Planning will prevent time from being wasted✓ and will increase the number of final products.✓
- The planning process involves quality checks,✓ ensures that the correct quality is reached, and that production time is decreased✓

Max = (4)

Note: Do not mark the advantages mention in 2.2.1

2.3

2.3.1 Requirements for a safe environment

- Safety policy visible✓
- Warning signs✓
- First aid kits✓

Max = (3)

2.3.2 Reasons why businesses must manage safety in the workplace.

- Workplace accidents can result in injuries and deaths✓, and can result in possible financial trouble for the business✓
- The publicity of workplace accidents will negatively impact a business✓ image.✓
- Regular or serious workplace accidents may even cause investors to withdraw✓ their money and invest it in another company.✓
- Employees may lose confidence ✓ in the business and leave it to join safer companies. ✓
- Potential employees may decide not to accept a job offer✓ at a business where many accidents have occurred✓

(6)

2.4 Precautionary measures that businesses should take when handling machinery

- Every employee must be familiar with the safety✓ procedures of the business. ✓
- Management must strive to develop a culture of safety✓ in the workplace.✓
- The business must ensure that all machinery and equipment are correctly installed and safe to use. ✓
- All the workers must be properly trained✓ on how to use machinery, and must be informed about the risks when using the machinery. ✓
- Regular safety checks must be carried out, ✓ and machinery should be maintained and serviced regularly. ✓

- Workers need to wear protective clothing and gear. ✓ This includes items like overalls, safety helmets, masks, heavy-duty safety boots, and welding goggles when working with machinery and equipment. ✓
- Hard hats should always be worn ✓ on construction sites by all persons on the site. ✓

Max = (6)

2.5.1

QUALITY CONCEPT	MOTIVATION
<ul style="list-style-type: none"> - Quality Control ✓✓ - Quality circle ✓✓ - Sub-Max (4) 	<ul style="list-style-type: none"> - The production manager verify that final products are inspected to ensure that required standards are met. ✓ - LMM employees who work in different departments meet regularly to discuss how quality, efficiency and productivity could be improved. ✓ - Sub-Max (2)

2.6.1 Quality control bodies that develop and publish standards for products and services.

- South African Bureau of Standards (SABS) ✓
- International Organisation for Standardisation (ISO) (2)

3 ACTIVITY 3

3.1 INTRODUCTION

- Production control prevent deviations and errors during the production process ✓
- Occupational Health and Safety Act aims to promote safety and welfare of employees while performing their duties ✓
- Occupational Health and Safety Act provides clear guidelines that business must adhere to in order to manage safety during production process ✓

2x1= (2)

3.2 Meaning of production control.

- Controlling of each individual task and action in the production process and establishes the starting and finishing of each task. ✓✓
- Production control ensures that production is undertaken according to the production plan. ✓✓
- It includes dispatching, following up, inspection, and corrective action ✓✓

Max=(6)

3.3 Purpose of the Occupational Health and Safety Act.

- Requires every business to establish and maintain, a safe work environment ✓ that is without risk to the health of the workers. ✓
- Review the efficiency of health ✓ and safety measures ✓
- Outlines the roles and responsibilities of employer ✓, employees, manufacturers, designers, importers, suppliers and sellers. ✓
- Clarifies the roles and duties ✓ of the health and safety representative and committee ✓
- Requires that the main dangers and potential incidents of the workplace ✓ be identified and eliminated. ✓

- Examines the causes of incidents by any employee ✓ relating to the employee's health and safety at work. ✓
- Expects employees to co-operate ✓ and follow the necessary instructions and report any unsafe situations. ✓
- Makes presentations to the employer ✓ concerning general health and safety issues at the workplace. ✓

Max= (12)

3.4 Aspects that must be considered during production control.

3.4.1 Dispatching ✓✓

- Involves issuing production orders ✓ to start production. ✓
- It provides orders for: movement of materials ✓ tools and equipment to the necessary locations ✓
- Beginning the process ✓
- Checking the time and costs involved in the process ✓
- Checking the flow of work according to the routing ✓ and supervising the process. ✓
- Dispatching is putting the production plan ✓ and schedule into action. ✓
- It identifies the person who will do the work ✓, supplies the specifications and materials list. ✓

SubMax= (4)

3.4.2 Following up or controlling ✓✓

- Following up makes sure the scheduling and production systems ✓ are running according to plan.
- It deals with unplanned issues/problems ✓ and sorts out any misunderstandings in terms of job process requirements. ✓
- Following-up on the progress of production ✓ helps to prevent bottlenecks and misunderstandings. ✓

Sub-Max=(4)

3.4.3 Inspection ✓✓

- Inspection involves the checking of the quality of the process ✓ and the final product. ✓
- It is done at regular intervals during the production process ✓ as well as at the end. ✓
- Inspection methods include the random selection of products ✓ viewing/sampling and testing the product. ✓
- Legal and regulatory processes are also checked ✓ to ensure that the necessary standards are met. ✓

Sub-Max= (4)

3.4.4 Corrective action ✓✓

- Corrective action involves any adjustments ✓ to the planning process.
- Staffing issues are also dealt with ✓ at corrective action. ✓

Sub-Max= (4)

Max= (16)

3.5 Ways in which businesses can comply with the Occupational Health and Safety Act

- Provide workers with protective gear to protect themselves against potentially dangerous situations. ✓✓
- Ensure that first aid boxes are readily available at the workplace and in the factory. ✓✓
- Make fire extinguishers available at the workplace or in the factory. ✓✓
- The fire extinguishers need to be serviced regularly. ✓✓
- Machinery must be maintained at regular intervals and repaired promptly ✓ **Max=(10)**

3.6 Conclusion

- All businesses must comply with all safety regulations to ensure that employees are safety in the workplace✓✓
- Production planning will be advantage for the business to increase the quality of products /services.✓✓

1x2=(2)

12. ETHICS AND PROFESSIONALISM

MARKING GUIDE

ACTIVITY 1

1.1.

- 1.1.1 B✓✓
- 1.1.2 A✓✓
- 1.1.3 C✓✓

(3X2) (6)

1.2.

- 1.2.1 C✓✓
- 1.2.2 A✓✓
- 1.2.3 G✓✓
- 1.2.4 J✓✓
- 1.2.5 H✓✓.

(5X2)(10)

ACTIVITY 2

2.1.

- The common good approach. ✓✓
 - RG recognises that ethics and values vary from country to country and from area to area. ✓
- (3)

2.2. Definition of ethical and professional behaviour

2.2.1 Ethics

- Moral principles that govern the behaviour✓ of a person or a group. ✓
Ethics defines how individuals/professionals and businesses choose✓ to interact with one another. ✓
 - It involves making sound business decisions✓ that do not have a negative effect on other people. ✓
 - Focusses on developing moral compass✓ that can be used in decision-making✓
 - These decisions entail identifying ways of achieving the objectives of the business✓, while also doing what is right and good for other people. ✓
- (1X2)(2)

2.2.2. Professionalism

- A way in which people conduct themselves in the workplace✓, maintaining high standards and showing respect to all. ✓
 - The competence or skill✓ expected of a professional person✓
 - It involves taking pride in your actions ✓and never compromising standards. ✓
 - It is about being focussed on what you do ✓and being committed to a certain standard performance. ✓
- (1X2)(2)

2.3. The differences between professionalism and ethics

PROFESSIONALISM	ETHICS
<ul style="list-style-type: none"> - Set of standards✓ of expected behaviour. ✓ - Forms part of a code of conduct✓ to guide employees to act professionally. ✓ - Focuses on developing a moral compass ✓to use in decision-making. ✓ - Includes guidelines✓ on employees' appearance/communication/attitude/responsibility etc.✓. - Used for the good✓ of the employees/individuals. ✓ - Apply a code of conduct✓ set by the profession or business. ✓ <p>(2X2)(4)</p>	<ul style="list-style-type: none"> - Conforms to a set of values ✓that is morally acceptable. ✓ - Applying a code of conduct ✓set by a profession or business. ✓ - Focuses on upholding the reputation ✓of a business/profession. ✓ - Involves following the principles of right or wrong in business✓ activities/practices/dealings✓. - Acceptable✓ to society/community ✓ - Forms part✓ of the employees' code of conduct. ✓ <p>(2X2)(4)</p>

(8)

2.4 Principles of professionalism

- Employees should respect themselves ✓and the rights of others.✓
- Responding quickly✓ to the request of customers✓
- Caring about the quality of work✓ before submission✓.
- Communicate with clarity ✓and honesty.✓
- Meeting deadlines by completing assignments ✓before the due date.✓
- Using resources responsibly✓ with due regard for the environment✓.
- Respecting the image of the business/your profession, ✓ e.g. adhere to the dress code of the business/profession. ✓
- Respecting diversity and differences✓ and demonstrate cultural sensitivity. ✓
- Acting with integrity/honesty/reliability, ✓ e.g. keep to working hours' even if no other workers are around/not using the business resources for personal gain. ✓
- Being committed to quality ✓and apply skills and knowledge to the benefit of the business/society at large. ✓
- Adhering to confidentiality measures✓ by not disclosing sensitive information about customers/business. ✓
- Remaining objective, ✓ act fairly and justly to all without being biased or showing favouritism. ✓

- Continually improve/develop skills and knowledge, ✓e.g. attending refresher courses and seminars✓.
 - Sharing knowledge by investing time and expertise✓ with junior staff members, e.g. uplifting/empowering others✓.
 - Offering and accept appropriate incentives✓, goods and services in business transaction. ✓
- (3X2) (6)

2.5 Different perspectives on ethics

- There are certain universal ethical principles such as human rights ✓but they differ according to culture/religion etc. ✓
 - There is no absolute right or wrong when it comes to ethics✓ as societies decide on acceptable behaviours. ✓
 - Different cultures✓ have different rules of conduct. ✓
 - Some people believe cloning animals or people is interfering with nature✓, while others believe that cloning indicates scientific progress and medical hope ✓
 - Some believe that tax evasion is wrong✓ while others regard tax evasion to be creative✓
- (3X2)(6)

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

- Businesses should treat all employees equally. ✓✓
 - Plan properly and put preventative measures in place. ✓✓
 - Pay fair wages/salaries, which are in line with the minimum requirements of the BCEA. / Remunerate employees for working overtime/during public holidays. ✓✓
 - Engage in environmental awareness programmes. /Refrain from polluting the environment, e.g. By legally disposing of toxic waste. ✓✓
 - Refrain from starting a venture using other businesses' ideas that are protected by law. ✓✓
 - Business decisions and actions must be clear/transparent to all stakeholders. ✓✓
 - Businesses should be accountable /responsible for their decisions and actions/patent rights. ✓✓
 - Hiring honest/trustworthy accountants/financial officers with good credentials. ✓✓
 - Regular/Timeous payment of taxes. ✓✓
 - Draw up a code of ethics/conduct. ✓✓
 - Ongoing development and training for all employees. ✓✓
 - Performance management systems. /Appraisals should be in place. ✓✓
 - Adequate internal controls/monitoring/evaluation. ✓✓
- (4X2) (8)

ACTIVITY 3

3.1 INTRODUCTION

- Principles and values are essential in businesses to uphold ethics. ✓
- Businesses need to make good decisions at all times to protect the image of the business✓.
- Decisions taken by the business can have good and bad effects.✓

- Code of conduct needs to be constantly reviewed and improved to cater for the latest developments and legislations. ✓
- Any relevant introduction related to principles of ethics, differences between good and bad decisions differences between good and bad decisions, explanation of how the following theories can be applied in the workplace and Evaluating a code of ethics for a business and recommendations for improvement.

(1X2)(2)

3.2 BODY

Principles of ethics

- Being objective and impartial. ✓✓
- Transparency and full disclosure ✓✓.
- Confidentiality ✓✓
- Avoiding conflict of interest. ✓✓
- Being committed and responsible ✓✓.
- Initiating CSI projects for communities/Social responsibility ✓✓
- Looking after the environment ✓✓
- Abiding by international laws ✓✓

Any relevant answer related to principles of ethics,

(Max10)

3.3 Differences between good and bad decisions

GOOD DECISIONS	BAD DECISIONS
<ul style="list-style-type: none"> - Maintaining high levels ✓ of integrity ✓ - Honouring professional ✓ business practices ✓ - Respecting ✓ diversity ✓ - Not starting a business venture ✓ at the expense of others. ✓ - Payment ✓ of fair wages ✓ - Not discriminating ✓ against employees ✓ - Regular payment ✓ of tax ✓ - Reducing ✓ environmental pollution ✓ - Importing goods that have been produced ✓ by factories with fair labour practices. ✓ 	<ul style="list-style-type: none"> - Not considering ✓ values ✓ - Insufficient ✓ or erroneous information ✓ - Selfish ✓ motives ✓ - Violating ✓ customer's privacy ✓ - Damaging ✓ the environment ✓ - Price ✓ fixing ✓ - Tax ✓ evasion ✓ - Cloning animals ✓ or people ✓ - Bribery ✓

Any relevant answer related to differences between good and bad decision

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

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

3. Award maximum of seven (7) marks if differences are not clear/ Mark either good decision or bad decision only.

(Max14)

3.4 Explanation of how the following theories can be applied in the workplace

The rights approach

- Focuses on individual rights ✓ where people should be treated with respect and dignity ✓

- No person may be maltreated ✓ and the business will not impose its mission or products on people ✓.

Consequential approach

- Business must promote or generate the greater value for society ✓, while harming as few as possible. ✓
- Consequentialists believe that an act should be judged ✓ based on the effect it has on others/if the effect is good, the action can be seen as ethical. ✓
- Any relevant answer related to Explanation of how the right approach and consequential approach can be applied in the workplace (Max 8)

3.5 Evaluating a code of ethics for a business and recommendations for improvement.

- Once a code of ethics has been compiled, everyone in the business must adhere to the code ✓✓
- Employees must understand that a breach of the code is punishable ✓✓
- The business should do the following for correct implementation of a code of ethics ✓✓ Employ right people ✓✓
- Train employees on ethical principles ✓✓
- Set an example of a good ethical behaviour ✓✓
- Involve employees in drafting the code of ethics ✓✓
- Any relevant answer related to evaluating a code of ethics for a business and recommendations for improvement. (Max 10)

CONCLUSION

- Bad decisions taken by businesses might negatively affect the image, profits, the environment and its employees. ✓ (1x2)(2)

TOPIC: ENTREPRENEURIAL QUALITIES & SUCCESS FACTORS (PART 1)

SECTION A

QUESTION 1

1.1

- 1.1.1 C ✓✓
- 1.1.2 A ✓✓
- 1.1.3 B ✓✓
- 1.1.4 A ✓✓

1.2

- 1.2.1 C ✓✓
- 1.2.2 A ✓✓
- 1.2.3 B ✓✓



(4x2=8)

(3x2=6)

SECTION B

ACTIVITY 2

2.1.1 Qualities of the entrepreneurs from the scenario

Qualities of entrepreneur	Motivation
1. 1. perseverance✓✓	- She is successful entrepreneur who did not give up despite challenges✓
2. 2.Responsibility✓✓	- She is not afraid to take responsibility for her decision✓
3. 3. honest and ethics✓✓	- She is honest and build among fellow workers✓
Sub max 6	Sub max 3

Max 9

1. Notes :

- Award marks for entrepreneurial qualities even if the quotes are incomplete**
- Do not award marks for the motivation if the entrepreneurial qualities were incorrectly identified**

13.ENTREPRENEURIAL QUALITIES

3.1 Introduction

- The word "entrepreneur refers to a person who demonstrate the attitudes/ behaviours, knowledge and skills needed to start and make a success of a business venture. ✓
- An entrepreneur is an individual who creates a new business, bearing most of the risk/enjoying most of the rewards. ✓
- The process of setting up a business is known as entrepreneurship✓
- Any other relevant answer related to entrepreneurial qualities

Max (2)

3.2 Entrepreneurial qualities

Creativity and innovation✓✓

- He/she must be able to generate new ideas✓ to solve business problems✓
- Entrepreneurs should also be able to use same products✓ to satisfy different needs. ✓

Sub Max 3

Confidence and adaptability✓✓

They are positive/focus on things that could go right instead ✓ of focusing on things that could go wrong. ✓

They have a healthy opinion of themselves ✓ and a strong/assertive personality. ✓

Successful entrepreneurs are adaptable ✓ as they are able to change course and try another way of doing it✓Sub Max 3

Risk taking/Willingness to take risks and to make difficult decisions✓✓

Risks are classified as unforeseen events ✓that can impact negatively on a decision ✓

Successful entrepreneurs are willing to take risk✓ by investing all resources in a new business✓

The primary function of an entrepreneur is to accept a risk on behalf of others✓ and be rewarded in return✓ -

Every business needs to be innovative and take risks to survive. ✓- Innovative and risk taking are essential to what businesses are and what they do. ✓

Sub Max 3

Passion and energy✓✓

- Entrepreneurs should show enthusiasm to achieve the best solution ✓
- Passion can be illustrated when an entrepreneur finds it difficult to simply walk away from failure/setbacks. ✓
- Starting and running a business requires considerable energy and the ability to focus on business objectives. ✓
- High energy levels and good health are essential✓

Sub Max 3

Product and customer focus✓✓

- Entrepreneurs develop products✓ and render services with customers in mind✓
- They make the lives of customers easier ✓and they find this rewarding✓

Sub Max 3

Recognition of opportunities✓✓

Successful entrepreneurs can identify gaps in the market✓ and make money. ✓
They are able to identify viable opportunities✓ that are not always easy to spot✓
They have the ability to see an opportunity ✓and to change it into a profitable business

Sub Max 3

Vision and communication skills ✓✓

- They have a clear vision ✓and able to achieve long term goals. ✓
- They have good communication skills that are needed to communicate their business vision to their workers and stakeholders. ✓
- They can formulate the mission ✓and vision and links it with the aims of the business✓

NOTE : Mark the first THREE entrepreneurial qualities only.

Sub Max 3

Max (12)

3.3 Strategies businesses can use to ensure that they remain profitable and sustainable

Thorough planning✓✓

Planning is important✓when it comes to being efficient✓
Time is money and it is best to plan✓for effective resource management✓

Sub Max 4

Sound financial management✓✓

Sound financial management and good accounting practices✓ are the best ways in which a business can remain profitable✓

Sub Max

Effective management of scarce resources and employees✓✓

Many projects fail✓because a business invests in too many or too few resources✓

Maintaining a solid customer base✓✓

Customer retention is an important part of a business✓as this can ensure that they can remain profitable and sustainable. ✓

A business needs to offer great customer experience✓and a solid customer relationship. ✓

Sub Max 4

Being socially responsible

Surveys show that customers like to support a business that supports the community in which it operates.

Sub Max 4

Any relevant answer related to strategies businesses can use to remain profitable and

sustainable.

Sub Max 4

Max (12)

3.4 Areas for improvement

Regularly evaluate ✓ the price of every product. ✓

Operate from a plan ✓ based on its vision to avoid deviation. ✓

Make sure the money ✓ comes in quickly ✓.

Keep business expenses ✓ to a minimum ✓.

Set goals ✓ with reasonable milestones and timelines ✓

Evaluate the benefit ✓ of increased sales against the cost of marketing ✓.

Identify and implement the technology ✓ needed to support their operation and growth ✓.

Identify the target customer ✓ and what they do for them ✓.

Research and categorise competition ✓ noting their strengths and weaknesses ✓.

Differentiate the business against competitors ✓ and communicate this in sales and marketing programmes ✓.

Know the needs of customers ✓ e.g. ask for customers feedback through surveys and direct interaction with them ✓.

Regular review sessions ✓ where they review their structure, vision, delivery ✓

Any relevant answer related to the areas for improvement.

Max (12)

3.5 Key success factors in a business

Good leadership

A good leader is a source of inspiration, and a motivator. ✓✓

Good leaders also bring energy, enthusiasm, and urgency to the workplace, which filters through business and motivates staff. ✓✓

Sub Max 4

Ethics, controls, and good governance

Business ethics is the application of moral norms to business. ✓✓

An unethical, corrupt business is not sustainable. ✓✓

Staff and customers get to know a business' reputation and will not continue to support a business with poor governance. ✓✓

Sub Max 4

Unique product or service

A successful business offers unique products. ✓✓

Goods and services must fulfil the needs and desires of the consumers. ✓✓ There must be something special or different about a business to ensure success where others fail. ✓✓

The product or service does not have to be unique, but something about what the business offers has to make customers notice it and talk about it. ✓✓

Any relevant answer related to the key success factors of a business.

Sub Max 4

Max (12)

Conclusion

Entrepreneurs are self-employed and create their own income. ✓✓

Management always look for ideas to improve their business in order to gain a competitive advantage. ✓✓

All businesses need to improve to maintain and satisfy the target market. ✓✓

Businesses need to main success by ensuring that they focus on key success factors ✓✓.

Any relevant answer related to the qualities of an entrepreneur, strategies that businesses can use to ensure that they remain profitable and sustainable, areas of improvement and key success factors. ✓✓

Max (2)

MARK ALLOCATION GRID

DETAILS	MAXIMUM	TOTAL
Introduction	2	32
Qualities of an entrepreneur	12	
Strategies that businesses can use to ensure that theyu remain profitable and sustainable.	12	
Areas of improvement	12	
Key success factors	12	
Conclusion	2	
Insight		8
Layout	2	
Analysis/ interpretation	2	
Synthesis	2	
Originality /examples	2	
Total marks		40

LASO-for each component

Allocate 2 marks if all requirements are met.

Allocate 1 mark if only some of the requirements are met.

Allocate 0 marks where requirements are not met at all.

(40)

16 PRESENTATION OF BUSINESS RELATED INFORMATION**PRESENTATION OF BUSINESS INFORMATION**

SECTION A
ACTIVITY 1



- 1.1.1 C ✓✓
- 1.1.2 A ✓✓
- 1.1.3 D ✓✓
- 1.1.4 B ✓✓
- 1.1.5 B ✓✓

1.2

- 1.2.1 C ✓✓
- 1.2.2 D ✓✓
- 1.2.3 F ✓✓
- 1.2.4 B ✓✓
- 1.2.5 I ✓✓

1.3

- 1.3.1 bar graph ✓✓
- 1.3.2 feedback ✓✓
- 1.3.3 poster ✓✓

SECTION B
ACTIVITY 2

- 2.1.1 Handouts ✓✓
- 2.1.2 Flowchart ✓✓
- 2.1.3 Power point ✓✓
- 2.1.4 Pie-chart ✓✓

2.2.

- 2.2.1 **Reasons for using flyers**
 - Flyers are inexpensive. ✓
 - Flyers can be designed by Dube himself. ✓**NOTE: Mark the first TWO (2) only. (2)**

2.2.2 Factors that must be considered when composing flyers:

- Decide on the main theme ✓ of the flyer. ✓
- Make the central theme eye-catching ✓/appealing to the reader. ✓
- The flyer should consist of both graphics ✓ and words. ✓
- Limit the number of words ✓ on the flyer. ✓
- Use colour and large fonts ✓ for the most important information. ✓
- Ensure that the layout of the flyer ✓ is attractive and appealing. ✓
- Provide information ✓ about products/services. ✓
- Insert contact details ✓ of the business. ✓
- Proofread the flyer ✓ before printing it. ✓



(4 × 2) (8)

2.3 Areas of improvement



- Determine whether the correct terms. ✓ of reference were included in the report. ✓
 - Amend the terms of reference. ✓ to align with the objectives of the business report. ✓.
 - Ensure that the business report includes the most recent data. ✓ and information. . ✓
 - Ensure that the outline of the business report. ✓ includes all the sections of the business report. ✓
 - Determine whether the first draft correctly organized the data ✓ and analysis for the rough draft of the business report. . ✓
 - Consider whether the findings adequately addressed. ✓ the issues identified in the business report. . ✓
 - Consider whether the recommendations were aligned. ✓ with the findings. ✓.
 - Infuse feedback from the audience/stakeholders. ✓ in the next business report. . ✓
 - Determine whether the correct terms of reference were included. ✓ in the report. . ✓
- (5X2)(10)**

SECTION C

ACTIVITY 3

5.1 Introduction

- Presenting business information enables business to make quick decision making. ✓
- -Preparing for a presentation helps the presenter to use the most appropriate content to ensure that the audience remains interested. ✓
- -Stakeholders rely on business reports to keep them updated regarding the risks associated with their investments. . ✓
- -Handling feedback in a non-aggressive and professional manner may enable the audience to give valuable inputs on the presentation. . ✓
- -Any other relevant introduction related to the importance of presenting business information/factors that the presenter must consider when preparing a presentation / step in report writing/ how to handle feedback after a presentation in a non-aggressive and professional manner. . ✓


(Any 2 x 1) (2)

5.2 The importance of presenting business information

- Business information provides management with information/data regarding
- important markets. ✓✓
- -Enables businesses to identify opportunities and threats in the market. ✓✓
- -Allows management to develop new strategies in order to overcome competition
- in the market. ✓✓
- -Enables businesses to share their financial performance with internal and external
- stakeholders. ✓✓
- -Attracts and retains investors and improves the image of the business. ✓✓
- -Employees are informed about the business operations and the required performance.
- -Increases sales and profitability. ✓✓ **Max 10**

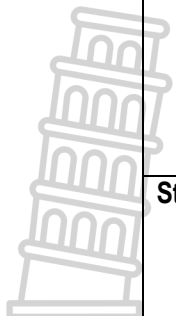
5.3 Factors to consider when preparing a presentation

- -Be clear about the purpose of the presentation ✓✓
- -Write down an outline of the important information that needs to be shared with your audience. ✓✓
- -Ensure that the main aim of the presentation is captured in your opening statement ✓✓.

- 
- Familiarise yourself with the content of the presentation to ensure a smooth flow of the presentation. ✓✓
 - Be familiar with the background of your audience, so that your presentation speaks to their area of interest. ✓✓
 - Include simple language in your presentation. ✓✓
 - Formulate a rough draft of your presentation. It should include a logical flow of information, starting from the introduction to the body, and finally the conclusion. ✓✓
 - Summarise the main facts of the body in your conclusion and link your conclusion to the initial purpose of the presentation. ✓✓
 - Include visual aids that will enhance your presentation. **Max 14**

5.4 Steps in report writing

Step 1	Decide on terms of reference✓	<ul style="list-style-type: none"> - Setting the terms of reference helps both the writer and their readers to understand why the report is important and what it hopes to accomplish. ✓ - Setting concrete terms early on will help you create the report's outline and keep your discussions on track throughout the writing process. ✓
Step 2	Conduct research✓	<ul style="list-style-type: none"> - Most reports will require the collection of data that directly relates to the topic. ✓ - Interpreting data and formatting it in a way that the readers will understand is an important part of writing a report. ✓
Step 3	Write an outline✓	<ul style="list-style-type: none"> - The next step is to construct your report's outline. ✓ - The most important thing to do when writing the outline is to include all the necessary sections and eliminate anything that does not directly contribute to the report's purpose. ✓
Step 4	Write the first draft✓	<ul style="list-style-type: none"> - Writing the first draft is one of the most important stages of constructing a successful report. ✓ - The purpose of the first draft is to get all the main elements of the information onto the page. ✓ - The primary goal is to organise the data and analysis into a rough draft that will eventually become a final product. ✓
Step 5	Analyse data and record findings✓	<ul style="list-style-type: none"> - The focus of every report is the findings section/ presentation of the interpretation of the data. ✓



		<ul style="list-style-type: none"> - The findings section of the report should always provide valuable information related to the topic/issue that is being addressed, even if the results are less than ideal ✓.
Step 6	Recommend a course of action ✓	<ul style="list-style-type: none"> - The final section of the report's body is the recommendation/s ✓. - After examining the data and analysing any outcomes, the report must present an idea as to what actions should be taken in response to the findings. ✓
Step 7	Edit and distribute ✓	<ul style="list-style-type: none"> - The final stage of writing a report is editing it thoroughly and distributing it to the stakeholders/ audience. ✓ - Edit for grammar mistakes, spelling errors, and typos. ✓ - Ask someone else to proofread it/give you their opinion on the readability of the content. ✓

Max 12

5.5 Responding to questions/handle feedback after a presentation in a non-aggressive and professional manner

- Listen to each question carefully and ensure that you interpret the question correctly. ✓✓
- Restate the question for your understanding if you are uncertain about the question. ✓✓
- Respond only to questions when you are certain about the question that was asked. ✓✓
- When answering a question, it is important to address the question and not the person asking the question. ✓✓
- Be prepared to acknowledge good questions by emphasising the value of the question to the presentation ✓✓
- Don't attempt to answer questions that you do not know the answer to and acknowledge this to your audience.
- Don't be afraid to admit mistakes made during the presentation if such mistakes are mentioned by your audience
- Remain polite/courteous/professional when responding to questions.
- Refrain from becoming involved in a debate/argument with the person/s posing the questions.

Max 10

5.6 Conclusion

- Presentations of business information are a versatile communication tools to various stakeholders. ✓✓
- A well-prepared presentation creates a good impression and easily captivates the audience. ✓✓
- Compiling an updated report that fulfils the needs of the stakeholders could be acquired through practice. ✓✓
- Responding to questions in a non-aggressive and professional manner displays the level of experience and maturity of the presenter. ✓✓

- Any other relevant conclusion related to the importance of presenting business information/ factors that the presenter must consider when preparing a presentation/steps in report writing / how to handle feedback after a presentation in a non-aggressive and professional manner.

▪ (Any 2 x 1) (2)

TEAM PERFORMANCE AND CONFLICT MANAGEMENT

SECTION A

QUESTION 1

- 1.1.1 C. ✓✓
- 1.1.2 A. ✓✓
- 1.2.3 B ✓✓

Max 6

1.2

- 1.2.1 E ✓✓
- 1.2.2 A ✓✓
- 1.2.3 F ✓✓

Max 6

1.3

- 1.3.1 Workplace forms ✓✓
- 1.3.2 Conflict Management ✓✓
- 1.3.3 Adjourning ✓✓

Max 6

SECTION B

Activity 2

2.1 Meaning of teamwork

- Teamwork can be defined as a joint action by a group of people ✓ in which each person gives up his/her individual interests and options for the common goal of the team. ✓
- This means that effective ✓ and efficient teamwork goes beyond individual accomplishments. ✓
- Teamwork is a joint effort by group members where they give up their individual opinions ✓ and strive to work together to achieve a common goal. ✓

Max 4

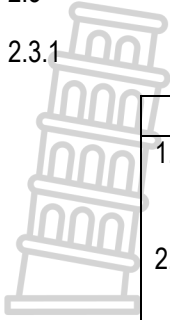
2.2 Importance of teamwork

- Teams have a common goal/purpose that unite team members ✓✓
- Teamwork leads to synergy, commitment, high productivity, employee empowerment, job satisfaction and organisational effectiveness. ✓✓
- Effective teamwork can provide a basis for consistency performing at a high level. ✓✓

Max

2.3

2.3.1



Stages of team development	Motivation
1. Forming ✓✓	- They were comfortable with each other during their first meeting. ✓
2. Adjourning/Mourning ✓✓	- Sam, the team leader ensured that all tasks are completed before the team dissolves. ✓

Max

6

2.3.2 Meaning of the stages identified in 1.3.1

Forming stage ✓✓

- This stage is the initial stage where ✓ team members get to know one another. ✓
- Team members think about their new tasks ✓ and new environment. ✓
- The team learns about ✓ team processes and procedures ✓
- Team members gather information ✓ and impressions about each other. ✓
- This is a comfortable stage to be in. ✓
- People focus on being busy with routines ✓ such as team organisation e.g. who does what, when to meet each other, etc. ✓

Adjourning/ Mourning ✓✓

- In this stage, team members must leave a team ✓ and prepare themselves for the next team. ✓
- The focus is on the completion of the task/ending the project ✓ rather than on task performance. ✓
- All tasks need to be completed ✓ before the team finally dissolves. ✓
- It's also the stage for recognition ✓ for participation and achievement. ✓
- Breaking up the team may be traumatic ✓ as team members may find it difficult to perform as individuals once again ✓

Max 4

2.3.3 Other stages of team development

Storming ✓✓

- The team begins to face technical, interpersonal and social problems ✓ Team members could end up fighting and arguing. ✓
- At this stage, there is conflict ✓ because they confront each other with their ideas. ✓
- The true character of team members starts to show ✓ as they experience the first round of conflict. ✓
- Different ideas from team members will compete ✓ for consideration. ✓
- Team members open-up to each other ✓ and confront each other's ideas/perspectives. ✓
- This stage is often unpleasant, ✓ but it is necessary for teams to grow. ✓



- Team members need to be matured, patient and tolerant of each other's ideas ✓ and behaviour in order to move successfully to the next stage. ✓

Sub Max 3

Norming/Settling and reconciliation ✓✓

- The team starts working through individual/social issues. ✓ and start to settle down. . ✓
- Team members establish their own norms. ✓ and behaviour ✓
- They begin to trust each other ✓ and reconciliation takes place. ✓
- A team develops good interpersonal skills. ✓ and members become better at problem solving. ✓
- Team members accept each other and set common goals ✓ and values for the team ✓
- Team members form agreement. ✓ and consensus. ✓
- Roles and responsibilities are clear. ✓ and accepted. ✓
- Team members have the ambition to work. ✓ for the success of the team's goals. ✓
- They cross-train. ✓ and learn new job skills. ✓
- Team members manage time and quality work with growing competence, confidence. ✓ and independence ✓

Sub Max 3

Performing/Working together towards achieving a goal. ✓✓

- In this stage, the teams are achieving their goals ✓ by helping each other. ✓
 - Team members are aware of strategies ✓ and aims of the team. ✓
 - They have direction without interference ✓ from the leader. ✓
 - Leaders delegate ✓ and oversee the processes and procedures. ✓
 - Team members know each other ✓ and can function as a unit. ✓ They find ways to get the job done smoothly without conflict/external supervision ✓
 - Conflict disappears, problems are solved, ✓ and successive goals are achieved. ✓
 - Team members are motivated ✓ and can handle disagreements maturely/positively. ✓
- The team takes pride in its own work and accomplishments. ✓

Max 6

2.4 Meaning of conflict and conflict management

Conflict Management

- Conflict management is the process of planning to prevent conflict where possible and organising to resolve conflict as quickly as possible. ✓✓
- All members of the organisation need to develop ways of keeping conflict to a minimum and solve problems caused by conflict. ✓✓
- Conflict can be positive if managed correctly, since it means communication is taking place. ✓✓

Sub Max 4


Meaning of conflict

- Conflict is a struggle/disagreement/argument between two people. ✓✓
- Disagreement between two parties in which one or both parties believe that a personal interest/need is threatened. ✓✓

Sub Max 4

Max 8

2.5

- 
- 2.5.1 Competition ✓✓
 - 2.5.2 Poor Communication ✓✓
 - 2.5.3 Lack of /insufficient resources ✓✓

2.5.4 Workload and stress / Unrealistic expectations ✓✓

Max 8

2.6 **Other causes of conflict** 6

- Personal differences/Different personalities. ✓
- Ignoring rules/procedures. ✓
- Poor organisation/leadership/administrative procedures and systems. ✓
- Confusion about scheduling and deadlines. ✓
- Unclear responsibilities. ✓
- Distracted by personal objectives ✓
- Constant changes. ✓ Different goals/objectives for group/individuals. ✓
- Different opinions. ✓
- Misconduct/Unacceptable behaviour. ✓ Unfair treatment of workers/Favouritism by management/Discrimination ✓
- Lack of trust amongst workers. ✓

Max (4x1=4)

2.7

2.7.1 **Functions of workplace forums**

- PM encourages their workers to participate in decision making. ✓
- The workplace forum improves efficiency and productivity through their input. ✓

Max 2

2.7.2 **Other functions of workplace forums**

- Prevent unilateral decision made ✓ by employers on issues affecting the employees. ✓
- Workplace forum has the right ✓ to be consulted by employer. ✓
- Promotes the interests ✓ of all employees in the workplace. ✓
- Promotes efficiency in the ✓ workplace through inputs/recommendations. ✓ Consult with the employer ✓ to reach consensus about working conditions ✓ Consult with the employer ✓ on issues that could cause conflict. ✓
- Resolves conflict ✓ between employers and employees ✓

Max 6

2.7.3 **Ways in which workplace forums differ from trade unions**

- A trade union is a legal entity that can be sue or be sued in its own name ✓✓
- A trade union negotiates salaries and wages, whereas a workplace forum does not deal with remuneration. ✓✓
- A trade union can organise a strike under certain circumstances, whereas a workplace forum cannot ✓✓
- Non-union members can belong to a workplace forum ✓✓

Max 6



SECTION C

Team Performance And Conflict Management

6.1 Introduction

- Conflict is a natural reaction to workplace situations which causes uneasiness ✓
- Clearly defined stages of team development need to be established to avoid conflict. ✓
- Volatile and difficult situations lead to many causes of conflict in the workplace. ✓
- Businesses need to allow workers to form workplace forums in the absence of trade unions. ✓
- Any relevant answer related to the, meaning of conflict and conflict management, stages of team development, causes of conflict in the workplace and the functions of workplace forums.

Max (1x2= 2)

6.2 Meaning of conflict management

- Conflict management is the process of planning to prevent conflict where possible and organising to resolve conflict as quickly as possible. ✓✓
- All members of the organisation need to develop ways of keeping conflict to a minimum and solve problems caused by conflict. ✓✓
- Conflict can be positive if managed correctly, since it means communication is taking place ✓✓
- Any relevant answer related to the, meaning of conflict and conflict management.

Max (3x2)=6

6.3 Stage of team development

6.3.1 Forming stage

- This stage is the initial stage where ✓ team members get to know one another. ✓
- Team members think about ✓ their new tasks and new environment. ✓
- The team learns about ✓ team processes and procedures. ✓
- Team members gather information ✓ and impressions about each other. ✓
- This is a comfortable ✓ stage to be in ✓
- People focus on being busy with routines ✓, such as team organisation e.g. who does what, when to meet each other, etc. ✓
- Any relevant answer related to forming.



Sub Max 4

6.3.2 Storming

- The team begins to face ✓ technical, interpersonal and social problems ✓
- Team members could ✓ end up fighting and arguing ✓
- At this stage, there is conflict ✓ because they confront each other with their ideas. ✓
- The true character of team members starts ✓ to show as they experience the first round of conflict. ✓
- Different ideas from team members ✓ will compete for consideration ✓
- Team members open-up to each other ✓ and confront each other's ideas/perspectives ✓
- This stage is often unpleasant but it is necessary for teams to grow ✓

- Team members need to be matured, patient ✓ and tolerant of each other's ideas and behaviour in order to move successfully to the next stage ✓
- Any relevant answer related to storming.

Sub Max 4

6.3.3 Norming/Settling and reconciliation

- The team starts working through individual/social issues ✓ and start to settle down. ✓
- Team members establish ✓ their own norms and behaviour. ✓ They begin to trust each other ✓, and reconciliation takes place. ✓ A team develops good interpersonal skills ✓ and members become better at problem solving ✓
- Team members accept each other ✓ and set common goals and values for the team ✓
- Team members form agreement ✓ and consensus. ✓
- Roles and responsibilities ✓ are clear and accepted. ✓
- Team members have the ambition ✓ to work for the success of the team's goals. ✓
- They cross-train ✓ and learn new job skills. ✓
- Team members manage time ✓ and quality work with growing competence, confidence and independence. ✓
- Any relevant answer related to norming/ setting.

Sub Max 4

6.3.4 Performing/Working together towards achieving a goal

- In this stage, the teams are achieving ✓ their goals by helping each other ✓
- Team members are aware ✓ of strategies and aims of the team ✓
- They have direction without ✓ interference from the leader ✓
- Leaders delegate ✓ and oversee the processes and procedures. ✓
- Team members know each other ✓ and can function as a unit. ✓
- They find ways to get the job done smoothly ✓ without conflict/external supervision ✓
- Conflict disappears, problems are solved ✓, and successive goals are achieved. ✓
- Team members are motivated ✓ and can handle disagreements maturely/positively. ✓
- The team takes pride in ✓ its own work and accomplishments. ✓
- Any relevant answer related to performing/working together ✓

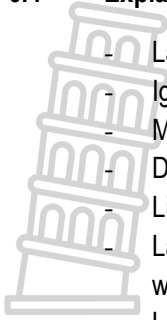
Sub Max 4

6.3.5 Adjourning/ Mourning

- In this stage, team members must leave a team ✓ and prepare themselves for the next team ✓
- The focus is on the completion ✓ of the task/ending the project rather than on task performance. ✓
- All tasks need to be completed ✓ before the team finally dissolves. ✓
- It's also the stage for recognition ✓ for participation and achievement. ✓
- Breaking up the team may be traumatic ✓ as team members may find it difficult to perform as individuals once again ✓
- Any relevant answer related to adjourning/ mourning.

Sub Max 4
Max 16

6.4 Explanation of causes of conflict in the workplace



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

Max 14

6.5 Meaning of workplace forums

- A workplace forum is an elected organisation consisting of employees in a workplace. ✓✓
- It is a forum of employees of a business that employs more than 100 people. ✓✓
- Workplace forums were introduced by the Labour Relations Act✓✓
- They are useful for promoting communication, minimising and resolving conflict in the workplace. ✓✓
- A trade union will make a request to the CCMA to form a workplace forum✓✓
- Employers must give workplace forum all information that is relevant to workers. ✓✓
- Workplace forums prevent employers from making all the decisions about matters which directly affect employees without consulting them. ✓✓
- Any relevant answer related to the functions of workplace forums.

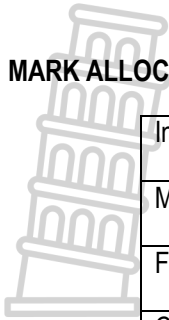
Max (4X2)=8

6.6.1 Conclusion

- Conflict should never be ignored in any workplace it could have terrible repercussions✓✓
- It is important to follow all the stages needed to develop teams✓✓
- Businesses need to identify the causes of conflict in the workplace and resolve them immediately✓✓
- Workers need to be heard and assisted with all workplace issues✓✓
- Any relevant conclusion related to the meaning of conflict and conflict management, stages of team development, causes of conflict in the workplace and the functions of workplace forums.

Max (1x2)=2

MARK ALLOCATION GRID



Introduction	2	32
Meaning of conflict	8	
Four stages of team development	16	
Causes of conflict	14	
Functions of workplace forums	10	
Conclusion	2	
Layout	2	8
Analysis	2	
Synthesis	2	
Originality	2	
TOTAL		40

14. TRANSFORMING A BUSINESS PLAN INTO AN ACTION PLAN

SECTION A

ACTIVITY 1

1.1

- 1.1.1 B ✓✓
- 1.1.2 C ✓✓
- 1.1.3 A ✓✓
- 1.1.4 C ✓✓
- 1.1.5 C ✓✓

- 1.2.1 G ✓✓
- 1.2.2 A ✓✓
- 1.2.3 D ✓✓
- 1.2.4 J ✓✓
- 1.2.5 E ✓✓

- 1.3.1 action plan ✓✓
- 1.3.2 timeline ✓✓
- 1.3.3 duration ✓✓



- 1.3.4 corrective action ✓✓
1.3.5 priority ✓✓

ACTIVITY 2

2.1 Importance of an action plan from the scenario above

- Jaden realised that an action plan will enable him to think logically and identify gaps in the plan ✓
- An action plan will also allow him to bring together individuals that are knowledgeable in the construction industry ✓

NOTE:

- 1) Only award marks for responses that are quoted from the scenario.
- 2) Mark the first TWO (2) only.
- 3) Any (1x2) (2)

2.2 Other importance of an action plan

- helps the person responsible ✓ for achieving certain goals to be organised
- It is a control measure ✓ against which standards and performance can be measured. ✓
It turns plans ✓ into actions. ✓
Identify problems ✓ that could occur. ✓
Acts as a monitoring tool ✓ that makes it possible to check the progress. ✓
- Enables businesses to transfer ✓ their plans into actions. ✓
- Serves as a monitoring tool ✓ to check its progress. ✓
- It provides an opportunity for reflection ✓ of what has happened before and what actions have not helped. ✓
- Clarifies the objective and provides the opportunity ✓ to identify areas that need change ✓
- Builds consensus as everyone involved can contribute their ideas ✓
- Creates ownership/accountability ✓ by creating a sense of individual and collective ownership for the action plan. ✓
- Clarifies timescales that need to be done ✓ in order to achieve a particular objective. ✓
- It identifies measures of success ✓ by providing a way of measuring progress towards that goal ✓
- Any other relevant answer related to other importance of an action plan.

2.3 Action plan steps applied by Jaden from the scenario above


- Jaden defined the short- and long-term objective of his plan ✓
- He also prioritised activities that needed to be done first ✓

Max (8)

NOTE:

- 1 Only award marks for responses that are quoted from the scenario.
- 2 Mark the first TWO (2) only.
- 3 Any (1x2) (2)

2.4 Other steps of an action plan

- 
- Define the steps you would take to get there ✓✓
 - Identify the end point for each step ✓✓
 - Think about any problems that may happen ✓✓
 - Review progress regular ✓✓
 - Identify indicators to confirm progress ✓✓
 - Any other relevant answer related to other steps of an action plan.

Max (8)

ACTIVITY 5

5.1 Introduction

- A good project plan can easily be shared with everyone involved in the project. ✓
- The roles and responsibilities of each team member working in a project should clearly be defined. ✓
- Project planning steps enable businesses to monitor the implementation of the project. ✓
- Timelines enable businesses to put all team's work in one place and improve accountability ✓
- Businesses use Gantt charts to track project schedules and prioritise important items. ✓ Any other relevant introduction related to project planning/project planning steps/timelines/Gantt chart.


Any (2x1) (2)

5.2 Meaning of project planning

- Project planning is a tool that can be used to turn an idea ✓ into an action plan. ✓
- It is a detailed description of all activities ✓ that need to be completed to execute a project successfully ✓
- The start-up of a business can be viewed as a project ✓ which must be planned. ✓
- Project managers are usually in charge of developing and monitoring ✓ the implementation of projects ✓
- Project management skills are the use of knowledge, skills and tools ✓ to plan and implement activities to meet the goals for every project ✓
- Any other relevant answer related to the meaning of project planning.

Max (6)

5.3 Project planning steps

- 
- Define the scope of the plan ✓ to be done e.g. what is the purpose, first and last activities ✓
 - Identify project ✓ supporters.
 - Break the project down ✓ into activities.
 - Set time frames and determine ✓ how long each activity takes ✓
 - Set milestones targets ✓ e.g. what are main completion point ✓
 - Determine accountabilities/person responsible ✓ for the decision made ✓ Calculate the financial, human/technical resources ✓ that will be needed ✓
 - Plot the activity schedule ✓ into a Gantt chart ✓
 - Execute ✓ the project plan ✓
 - Monitor ✓ progress ✓
 - Communicate and review ✓ project progress ✓
 - Keep records ✓ of all activities ✓

Max (12)

5.4 Importance of timelines

- They help the planners ✓ to project dates in advance ✓
- Assists in determining the sequence/order ✓ in which activities tasks must be completed. ✓
- Keeps information ✓ in the order that it has to be in ✓ Assists project management ✓ in meeting their targets and exceeding client expectations. ✓
- Project managers tools to get their jobs done, ✓ many of which are specific to a single company or product ✓
- Any other relevant answer related to the importance of timelines.

Max (12)

3.5 Constructing a Gantt chart

- Write down all the activities that must be carried out to complete a project ✓✓
- Decide how much time you will need for each activity ✓✓
- Determine which activities need to be completed before another activity can be started and which activities can be carried out simultaneously. ✓✓
- Draw up a table with a row for each activity and columns in days/weeks. These columns indicate the timeline ✓✓
- Write each activity in order down the rows, in the left-hand column ✓✓
- Any other relevant answer related to constructing a Gantt chart.

Max (10)

3.6 Conclusion

- Every project needs a roadmap with clearly defined goals that should not change after the first phase of the project has been completed. ✓✓ All stakeholders benefiting from the outcome or involved in executing the project should be during the initial project planning process. ✓✓
- Businesses need to determine the risks involved in each project undertaken ✓✓ Gantt charts enable businesses to control a large number of activities and ensure that all activities are completed on set schedules ✓✓
- Any other relevant conclusion related to project planning/project planning steps/timelines/Gantt chart.

(2X1) (2)

[40]

Start of business venture based on the action plan

Activity 1

- 1.1.1 A ✓✓
- 1.1.2 D ✓
- 1.1.3 B ✓✓
- 1.1.4 C ✓✓

2x4(8)

1.2.1 Equity capital ✓✓

1.2.2 Tax considerations ✓✓



1.2.3 Trade credit ✓✓

2x3(6)

1.3

1.3.1 D ✓✓

1.3.2 E ✓✓

1.3.3 A ✓✓

2x3(6)

Activity 2

2.1 Aspects considered when initiating a business

- Strategy ✓
- Operations ✓
- Productivity ✓
- Size of the business ✓
- Risk and change ✓
- Note mark the first 3

2.2.1

SOURCES OF FUNDING	MOTIVATION
1.Trade credit ✓✓	-Jacky rented machinery and other equipment from George Suppliers ✓
2.Bank overdraft ✓✓	-Jacky drew more than what he deposited un his business bank account
3. Venture capital ✓✓	-Jacky approached the owners of SOSO trading to finance his business in exchange for a share in his business. ✓

2.2.2

Bank loan ✓✓

- The business can borrow money ✓ from the bank. ✓
- The amount will be specified ✓ for a set period. ✓
- Interest is payable ✓ on the loan ✓
- The interest can be fixed for the time of the loan or variable ✓ in line with the current interest rate. ✓

Debt capital ✓✓

- Many businesses need to borrow ✓ funds ✓
- The business plan will indicate how much a debt capital is crucial ✓ for business funding. ✓

Leasing and hire purchase ✓✓

- Businesses can lease certain assets from suppliers ✓
- Assets such as machinery/vehicles/computer systems ✓ can be leased ✓
- A fixed amount of money is paid monthly ✓ for the use of the asset ✓
- The lease agreement can be renewed ✓ when the asset is returned/replaced. ✓

Grants ✓✓

- Grants are funds that are received from government departments/local development agencies ✓ and other organisations that support small businesses developments. ✓✓
- The business can qualify for government support ✓ to help get started. ✓
- The main advantage of grants ✓ is that it is cheap financing. ✓

Any other relevant answer related to the sources of funding

2.2.3

Nature of finance

- This depends on the owners if he/she wants to use own or borrowed capital as well as short- or long-term loan. ✓✓

Amount of capital needed

- Business owners usually use their own capital if a small amount is needed ✓✓
- The larger the amount of capital that is needed the owners will have to look at borrowed capital as well ✓✓

Risk

- Providers of own capital are usually willing to accept greater risks than providers of borrowed capital ✓✓
- Interest on loan is legally compulsory may lead to the liquidation of a business in bad economic circumstances. ✓✓

Cost of finance

- Businesses will generally choose the funding with lower costs/interest ✓✓
- The income earned on borrowed capital must exceed its cost otherwise it will be to the disadvantages ✓✓

Any other relevant answer related to the factors that influence the choice of funding

ACTIVITY 3

ESSAY

Introduction

- Entrepreneurs must consider aspects like its strategy, operations, productivity and size of the business before starting up. ✓
- All businesses need money to be successful and grow. ✓
- Businesses must consider all relevant factors before they choose the most appropriate source of funding. ✓
- Business will not be able to implement its plan without having a business plan in place. ✓

Sources of funding

Bank loan ✓✓

- The business can borrow money from the bank. ✓✓
The amount will be specified for a set period. ✓✓
Interest is payable on the loan ✓✓
The interest can be fixed for the time of the loan or variable in line with the current interest rate. ✓✓

Debt capital ✓✓

- Many businesses need to borrow funds ✓✓
- The business plan will indicate how much a debt capital is crucial for business funding. ✓✓

Leasing and hire purchase ✓✓

- Businesses can lease certain assets from suppliers ✓✓
- Assets such as machinery/vehicles/computer systems can be leased ✓✓
- A fixed amount of money is paid monthly for the use of the asset ✓✓
- The lease agreement can be renewed when the asset is returned/replaced. ✓✓

Grants ✓✓

- Grants are funds that are received from government departments/local development agencies and other organisations that support small businesses developments. ✓✓
- The business can qualify for government support to help get started. ✓✓
- The main advantage of grants is that it is cheap financing. ✓✓
- Any other relevant answer related to the sources of funding

Factors that influence the choice of funding

Nature of finance

- This depends on the owners if he/she wants to use own or borrowed capital as well as short- or long-term loan. ✓✓

Amount of capital needed

- Business owners usually use their own capital if a small amount is needed ✓✓
- The larger the amount of capital that is needed the owners will have to look at borrowed capital as well

✓✓

Risk

- Providers of own capital are usually willing to accept greater risks than providers of borrowed capital
- Interest on loan is legally compulsory may lead to the liquidation of a business in bad economic circumstances. ✓✓

Cost of finance

- Businesses will generally choose the funding with lower costs/interest ✓✓
- The income earned on borrowed capital must exceed its cost otherwise it will be to the disadvantages

✓✓

Any other relevant answer related to the factors that influence the choice of funding

FACTOR MUST BE CONSIDERED BEFORE START- UP

ENVIRONMENTAL CHANGES

- Plan for risk and minimise the impact. ✓✓
- Continue to network and research to avoid changes in the business environment which may upset the business operation. ✓✓
- Consider the risk and success factors. ✓✓

Culture of the organisation

- Establish an organisational culture so that the staff is familiar with what is acceptable. ✓✓
- Ensure that a code of conduct is in place and enforce it from the start. ✓✓
- The staff must know the dress code and the code of conduct of the business from the start. ✓✓

Customers service

Make an effort to satisfy the need of customers. ✓✓

Change the action plan according to accommodate the need of customers. ✓✓

Establish a good relationship with customers. ✓✓

Business growth

Managed and backed up growth by using a solid strategy. ✓✓

The success of the business is often dependent on its management and staff. ✓✓

Devise a suitable strategy to manage and control a larger group of employees. ✓✓

Risk and change

Management and leadership teams must be flexible to adapt to changes in the market. ✓✓

The original action plan may need to be changed and amended several times. ✓✓

The introduction of new technology may influence a budget. ✓✓

Cost saving

Cut cost by controlling unnecessary expenditures. ✓✓

REASON WHY BUSINESSES NEED FUNDING

Pay for cost of input such as wages other expenses. ✓✓

Cover the start- up cost including premises/material. ✓✓

Run the business and have enough money to pay employees/ suppliers of raw material. ✓✓

Expand the business as the order /sales increase and bigger premises need to be established. ✓✓

CONCLUSION

To be successful entrepreneurs must be very careful and consider several factors and aspects before starting a new business. ✓✓

The effective management of funds will enable an entrepreneur to be sustainable in the long run. ✓✓

Successful businesses always conduct research on aspects that must be considered when initiating a business. ✓✓

HUMAN RESOURCE

Marking Guideline

Activity 1

1.1.1 C ✓✓

1.1.2 A ✓✓

1.1.3 A ✓✓

1.1.4 C ✓✓

1.1.5 A ✓✓

1.1.1 Internal ✓✓

1.1.2 Placement ✓✓

1.1.3 Recruitment ✓✓

1.1.4 Job description ✓✓

1.1.5 Unemployment insurance fund ✓✓

1.3.1 B ✓✓

1.3.2 G ✓✓

1.3.3 A ✓✓

1.3.4 F ✓✓

1.3.5 H ✓✓



ACTIVITY 2

2.1 The meaning of recruitment

Recruitment is the process used by business to identify vacancies ✓ and attract suitable candidates for the job. ✓

It aims at finding candidates who have the necessary knowledge/ experience/ qualification ✓ a to fill the vacancy. ✓

Businesses may choose to use an internal or external method of recruitment depending on the nature/requirements of the vacancy. ✓

It is an on-going process as employees leave their jobs for other jobs/get promoted /retire/ ✓ as new technological skills are required ✓

Any other relevant answer related to the meaning of recruitment

Max (2)

2.2 Recruitment procedure

Aspects of the recruitment procedure from the scenario

Mkhaya the owner of the business prepared the job description and job specification ✓

He also prepared an advertisement that contains relevant information. ✓

NOTE:1. Award only 1 mark for responses that are quoted from the scenario

Mark the first TWO (2) only.

(2x1) (2)

2.2.2 Other aspects that should be included in the recruitment procedure

The human resource manager determines the job needs ✓ in the business/identify vacancies

✓

Determine the key performance ✓ areas of the job. ✓

Choose the recruitment method ✓ e.g. internal or external method of recruitment ✓

Vacancies can be internally advertised ✓ via internal email/word of mouth/ posters/staff notices. ✓

If internal recruitment was unsuccessful, ✓ consider external recruitment. ✓

Place the advertisement in the appropriate media ✓ that will ensure that the best candidates apply ✓

Any other relevant answer related to other recruitment procedure.

Max (6)

2.3 Source of recruitment from the scenario

Internal recruitment ✓✓

MC advertised a vacancy for a project manager on their business

noticeboard ✓

2.3.2 Advantages of internal recruitment

Cheaper /Quicker ✓ to fill the post ✓

Provide opportunities for career ✓ paths within the business ✓

Reduces the chances of losing employees ✓ skill//personalities /experience/strength. ✓

The employee already has an understanding ✓ of how the business operate, induction/training is not always necessary ✓

Detailed, reliable information✓ can be obtained from the supervisor/employee records✓

Any other relevant answer related

Any (4x2)=(8)

2.4. Human resources activities

2.4.1. Placement ✓✓

2.4.2. induction ✓✓

(4)

2.5 Salary determination method

2.5.1.

SALARY DETERMINATION	MOTIVATION
Peace meal✓✓	Zandi is paid according to the number of items produced✓
Time related✓✓	While Samu is paid for the time she spends on task ✓submax 2
- Submax 4	

2.6. Meaning of induction

New employees are familiarized with their new physical work environment/organizational culture/products and services. ✓

New employees are informed about the processes/procedures of the business. ✓

New employees should have a basic knowledge of what is expected in the job. /Understand his role and responsibilities in his new job. ✓

New employees must be well conversant with the business safety regulations and rules. ✓

Max 2

2.6.1. Roles of the interviewer preparing the interview

He invited the shortlisted candidate for an interview. ✓

Conducted interview with shortlisted candidates✓

Max 2

2.6.2. Selection procedure

- Option 1
- Determine fair assessment criteria✓ on which selection will be based. ✓
- Applicants must submit the application forms✓/curriculum vitae and certified copies of personal documents/IDs/proof of qualifications, etc. ✓
- Sort the received documents/CVs according✓ to the assessment/selection criteria. ✓
- Screen/Determine which meet the minimum job requirements✓ and separate these from the rest. ✓
- Preliminary interviews are conducted ✓if many suitable applications were received ✓
- Reference checks should be made ✓to verify the contents of CV's, e.g. contact previous employers to check work experience. ✓
- Compile a shortlist ✓of potential candidates identified. ✓
- Shortlisted candidates may be ✓subjected to various types of selection tests e.g. skills tests, etc✓.
- Invite shortlisted✓ candidates for an interview. ✓
- A written offer is made✓ to the selected candidate. ✓
- Inform unsuccessful applicants about✓ the outcome of their application. /Some adverts indicate the deadline for informing only successful candidates. ✓

NOTE: The procedure can be in any order

Option 2

- Receive documentation, eg. application forms✓ and sort it according to the criteria of the job.✓
- Evaluate CVs ✓and create a shortlist/Screen the applicants. ✓
- Check information in the CVs✓ and contact references. ✓
- Conduct preliminary sifting interviews✓ to identify applicants who are not suitable for the job, although they meet all requirements✓

- Assess/Test candidates who have applied✓ for senior positions/to ensure the best candidate is chosen✓.
- Conduct interviews✓ with shortlisted candidates✓
- Offer employment in writing to✓ the selected candidate(s) ✓

Max 6

2.7. Purpose of induction

- Introduce new employees to management/colleagues✓ to establish relationships with fellow colleagues at different levels✓
- Give new employees a tour/information about✓ the layout of the building/office✓
- Make new employees feel welcome✓ by introducing them to their physical work space. ✓
- Improve skills through ✓ in-service training✓
- Familiarize new employees✓ with the organizational structure/their supervisors✓
- Allow new employees the opportunity to ask questions✓ that will put them at ease/reduce insecurity/anxiety/fear. ✓
- Create opportunities for new employees✓ to experience/explore different departments✓
- Explain safety regulations and rules✓ so that new employees will understand their role/responsibilities in this regard✓.
- Ensure that employees understand their roles/responsibilities✓ so that they will be more efficient/productive. ✓
- Communicate information about ✓ the products/services offered by the business✓
- Communicate business policies regarding ethical/professional ✓ conduct/procedures/employment. contract/conditions of employment, etc. ✓

Max 4

2.8 Employee benefit

- Pension fund✓
- Funeral Benefits ✓
- Unemployment Insurance Fund✓
- Car / house / Cell phone allowance✓
- Performance bonus / incentive ✓

Max 3

2.9 Role of the interviewer when preparing/before the interview

- Book and prepare the venue for the interview. ✓✓
- Inform all shortlisted candidates about the date and place of the interview. ✓✓
- Set the interview date and ensure that all interviews take place on the same date, if possible. ✓✓
- Notify all panel members conducting the interview about the date and place of the interview. ✓✓
- The interviewer should develop a core set of questions based on the skills/knowledge/ ability required. ✓✓
- Check/read the application/verify the CV of every candidate for anything that may need to be explained✓✓.
- Plan the programme for the interview and determine the time that should be allocated to each candidate. ✓✓
- Allocate the same amount of time to interview each candidate on the program. ✓

Max 6

2.10 Reasons for terminating an employment contract

- Occurs when an employee chooses to leave the organization voluntarily for better job opportunities. ✓✓
- The employer may let go of some employees due to insolvency. ✓✓
- Occurs when the employee is asked to leave the organisation due to bad conduct, breach of contract or illegal behaviour. ✓✓
- Occurs when an employee reaches certain age and do not have to work any longer. ✓✓
- Occurs when an employer no longer has work for employees and cannot fulfil the contract. ✓✓
- Incapacity to work due to illness / injuries. ✓✓

- By mutual agreement between the employer and the employee. ✓✓
- The duration of the employment contract had come to an end. ✓✓

Max 6

ACTIVITY 3

3.1 Introduction

- Understanding what the employee will be doing makes it easier to know the kind of skills the employee should have. ✓
- Through preparation for questions to be asked during interview enable the business to identify the most suitable applicant. ✓
- Choosing potential candidates from within the company has its problems and benefits ✓
- For an employment contract to be legal it must be drawn according to the stipulations of the law. ✓
- Any relevant answer related to job description and job specification, impact of internal recruitment, role of the interviewer and legal requirements of an employment contract. ✓

3.2 Differences between job description and job-specification

JOB DESCRIPTION	JOB SPECIFICATION
<ul style="list-style-type: none"> - Describes duties/responsibilities of a specific job. ✓✓ - Written description of the job and its requirements/summary of the nature /type of the job. ✓✓ - Describes key performance areas/ tasks for a specific job, e.g. job title/working conditions/relationship of the job with other jobs in the business, etc. ✓✓ 	<ul style="list-style-type: none"> - Describes the minimum acceptable personal qualities/ skills/ qualifications needed for the job. ✓✓ - Written description of specific qualifications/ skills/ experience needed for the job. ✓✓ - Describes key requirements of the person who will fill the position, e.g. formal qualifications/willingness to travel/work unusual hours, etc. ✓✓

3.2 IMPACT OF INTERNAL RECRUITMENT

Positives/Advantages

- Cheaper/Quicker✓ to fill the post. ✓
- Provides opportunities for career paths✓ within the business. ✓
- Reduces the chances of losing employees, ✓ as future career prospects are available✓
- Placement is easy✓, as management knows the employees' skills/personality/ experience/strengths✓.
- The employee already has an understanding of how the business operates✓. / Induction/Training is not always necessary. ✓
- Detailed, reliable information can be obtained✓ from the supervisors/
- Employee records. ✓

AND/OR

Negative/Disadvantages

- It may close the door to new ideas✓ from outsiders. ✓
- Employees who are not promoted✓ may feel demotivated✓
- The promotion of an employee could cause resentment✓ among other employees. ✓
- The number of applicants from which to choose✓ is limited to existing staff only. ✓
- It is possible to promote certain employees✓ who do not really have the required skills for the new job. ✓

- The business has to spend more money on training/developing ✓ existing employees on the new position ✓

Any relevant answer related to the impact of internal recruitment.

3.4 Role of an interviewer during a n interview

- Allocate the same amount ✓ of time to each candidate. ✓
- Introduce members of the ✓ interviewing panel to each candidate/interviewee. ✓
- Make the interviewee ✓ feel at ease. ✓
- Explain the purpose of the interview ✓ to the panel and the interviewee. ✓
- Record interviewees' responses ✓ for future reference. ✓
- Do not misinform/mislead ✓ the interviewee. ✓
- Avoid discriminatory/controversial types of questions ✓, e.g., asking a female candidate about family planning/having children. ✓
- Provide an opportunity ✓ for the interviewee to ask questions. ✓
- Close the interview by thanking ✓ the interviewee for attending the interview ✓

Any relevant answer related to the role of the interviewer.

3.4 Legal requirements of the employment contract

- The employer and employee must both sign the contract. ✓✓
- Employer and employee must agree to any changes to the contract. ✓✓
- No party may unilaterally change aspects of the employment contract. ✓✓
- The remuneration package/including benefits must be clearly indicated. ✓✓
- It may not contain any requirements that are in conflict with the BCEA. ✓✓
- The employment contract should include a code of conduct and code of ethics. ✓✓
- Aspects of the employment contract can be renegotiated during the course of employment. ✓✓
- The employer must explain the terms and conditions of the employment contract to the employee. ✓✓
- Conditions of employment/duties/responsibilities of the employees must be stipulated clearly. ✓✓
- All business policies, procedures and disciplinary codes/rules can form part of the employment contract. ✓✓
- The employer must allow the employee to thoroughly read through the contract before it is signed. ✓✓
- Any relevant answer related to the legal requirements of an employment contract. ✓✓

3.3 Conclusion

- Every employees job duties must be clearly outline in the employment contract. ✓✓
- All recruitment procedures should be fair and transparent. ✓✓
- During interviews it's the interviewer who makes certain that the interviewee is aware of the processes. ✓✓
- Employment contracts should be updated and inline with legal requirements according to BCEA. ✓✓
- Any relevant answer related to job description and job specification, impact of internal recruitment, role of the interviewer and legal requirements of an employment contract.

MARK ALLOCATION GRID

DETAILS	MAXIMIUM	TOTAL
Introduction	2	32
Differences between job description and job specification	8	
Impact of internal recruitment	16	

Role of the interviewer during an interview	14	
Legal requirements of an employment contract	8	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/ interpretation	2	
Synthesis	2	
Originality / example	2	
Total		40

