

CAPE WINELANDS EDUCATION DISTRICT BUSINESS STUDIES "SURVIVAL KIT"



REMEMBER:

- Each paper has different choice questions per main topic.
- As a start, **FOCUS ON THAT MAIN TOPIC** you can remember most easily.
- Double check that you know your concepts so that you can score well in Section A

(That's already 30 out of 150 marks - 20%)

- Write in full sentences in Sections B and C
 - Do not repeat facts
- Study past papers as examples to test your knowledge.
- **BUSINESS STUDIES DO NOT HAVE PRESCRIBED LONG QUESTIONS, ANY TOPIC CAN BE PART OF A POSSIBLE LONG QUESTION!!!**

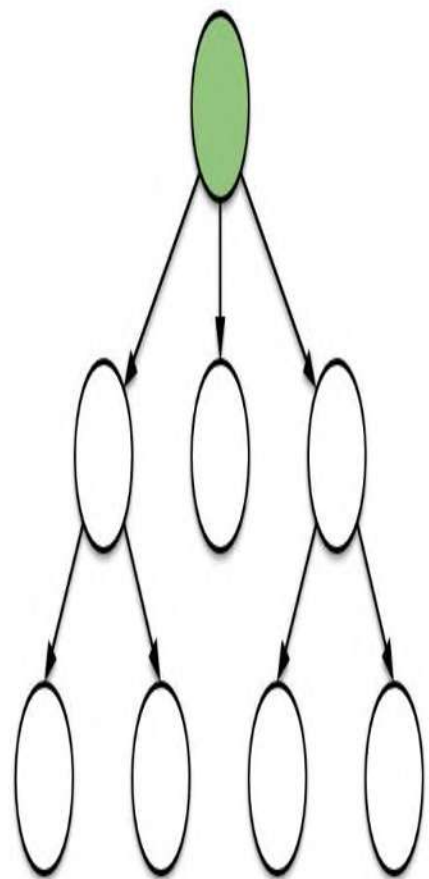
"HIT *BUSNIS* DIZINIS"
ONE TOPIC AT A TIME



**REMEMBER, IT IS NEVER TOO LATE TO START
THE RACE TO THE NSC...**



STRUCTURE OF PAPER2



THREE SECTIONS [A ; B and C]

SECTION A:

**SECTION A
(COMPULSORY)
30 MARKS**

QUESTION 1

**A COMBINATION OF:
BUSINESS VENTURES
BUSINESS ROLES**

Multiple choice=10 Marks
Complete the statement=10 Marks
Column A and Column B=10 Marks

SECTION B

**SECTION B
(CHOOSE 2 QUESTIONS)
80 MARKS**

QUESTION 2

BUSINESS VENTURES [40 MARKS]

QUESTION 3

BUSINESS OPERATIONS [40 MARKS]

QUESTION 4

**MISCELLANEOUS TOPICS
BUSINESS EVENTS (20 MARKS) & BUSINESS
ROLES (20 MARKS) =
[40 MARKS]**

SECTION C:

**SECTION C
(CHOOSE 1 QUESTION)
40 MARKS**

QUESTION 5

BUSINESS VENTURES [40 MARKS]

QUESTION 6

BUSINESS ROLES [40 MARKS]

MAKE SMART CHOICES BASED ON ...

Stanmorephysics.com



PAPER 2

4.1 CLASSIFICATION OF SUBTOPICS ACCORDING TO MAIN TOPICS

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

QUESTION 2;4&5

QUESTION 3;4&6

QUESTION 4(COMB)



Make an informed choice and stick to it! Put your thinking cap on!



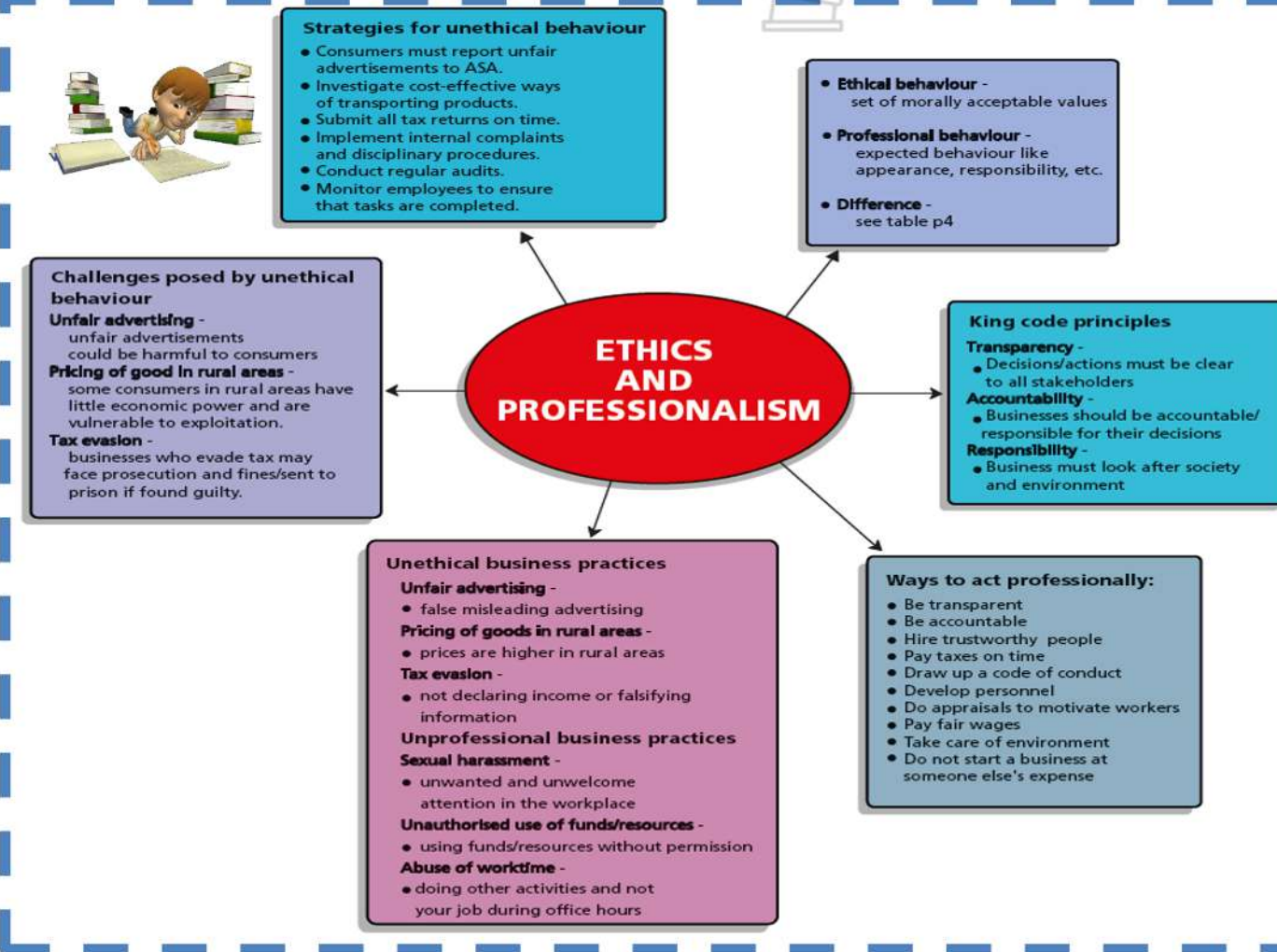
- So, if YOU decide on: **Business Roles**, don't change your choice in the exam!!! Do **question 3** and **6!!** [PS: The focus of this “kit” is on Roles]
- If you choose **Business ventures** do **Questions 2** and **5**.
- Remember that **20 of the 40 marks in Question 4 also cover Roles**, the **other 20 marks are for Ventures**.
- You also need to make sure you **STUDY EVERYTHING** related to your chosen **main topic**. (NO “SPOTTING”!! PLEASE!)
- **Do the prescribed required NUMBER of questions**. Double check your choice before you fall away. REMEMBER- only the **FIRST TWO** questions in SECT. B will be marked and the **FIRST (ONE)** question in SECT. C
- Section A (**question 1**) is **compulsory**. **Only one answer** is correct. **THEREFORE, you MUST NOT** provide two answers here, if so even if one of the two is correct you will not get any marks.
- **Rewrite the word(s)/term(s) in full, from the question paper in question 1.2** just as it appears in the question paper. Do not leave out/omit parts.
- **GET BUSY WITH YOUR BUSINESS STUDIES-STUDY, STUDY IS KEY. Don't wait a few days ahead of time. The time is NOW.**

PAPER 2: BUSINESS ROLES

Downloaded from Stanmorephysics.com

TOPIC: Ethics and professionalism

Use the mind map as a guide. Ensure that you study the content relevant to each heading



REMEMBER THE FOLLOWING TIPS SO YOU CAN GET GOOD MARKS FOR ETHICS AND PROFESSIONALISM:

Tip

Ensure that know the unprofessional challenges before you are able to identify it from scenarios and suggest ways in which the business may deal with it.

Tip

Ways in which businesses could deal with unprofessional business practices should includes what the business itself can do to address the issues. Strategies should not include negative ways of dealing with unprofessional business practices such as, firing the employee and charging guilty ones.

Tip

You need to know the types of unethical issues, in order for you to identify it from given scenarios OR to understand how it poses challenges to businesses.

PROFESSIONALISM & ETHICS

Define PROFESSIONAL BEHAVIOUR:
The specific characteristics expected of a professional.



Define ETHICAL BEHAVIOUR:
Ways to respond in line with **society** and good values.

Distinguish between PROFESSIONAL and ETHICAL behaviour:

PROFESSIONALISM	ETHICS
Refers to right and wrong in a <u>business</u>	Refers to the principles of right and wrong in <u>society</u>
Set standards of <u>expected behavior</u>	Set <u>values</u> that are <u>morally acceptable</u>
Focus on <u>moral compass</u> for decision making	Focus on the <u>reputation</u> of the profession

WHAT IS BUSINESS PRACTICE? Any tactic or activity a business conducts to reach its objectives. Ultimately, a business's objective is to make money. Business practices are the ways it attempts to do so in the most cost effective way.



Professional & Unprofessional Business Practices refers to the actions of **EMPLOYEES**

Ethical & Unethical Business Practices refers to the actions of **THE BUSINESS**



PROFESSIONAL BUSINESS PRACTICES	UNPROFESSIONAL BUSINESS PRACTICES	ETHICAL BUSINESS PRACTICES	UNETHICAL BUSINESS PRACTICES
<ul style="list-style-type: none"> Good use of working time Use polite language with colleagues Treat all people the same 	<ul style="list-style-type: none"> Abuse of working time Use rude language with colleagues Give certain people special favours 	<ul style="list-style-type: none"> Honest advertising Pay fair wages Work within the law 	<ul style="list-style-type: none"> Dishonest advertising Pay unfair wages Violate the law

FOUR Ways in which professional, responsible, ethical and effective business practice must be carried out:

1. Pay fair wages/salaries which is in line with the minimum requirements of the BCEA.	2. Plan properly and put preventative measures in place.	3. Refrain from starting a venture using other businesses' ideas that are protected by law.	4. Refrain from polluting the environment, e.g. by legally disposing of toxic waste.
--	--	---	--

YOU MUST BE ABLE TO

- ☐ Define/Elaborate on the meaning of ethical behaviour.
- ☐ Give practical examples of ethical and unethical behaviour, e.g., using fair vs. unfair advertising techniques, etc.
- ☐ Define/Elaborate on the meaning of professional behaviour.
- ☐ Give practical examples of professional and unprofessional behaviour, e.g., good use of work time and abuse of work time, etc.
- ☐ Outline the differences/Differentiate/ Distinguish between ethical and professional behaviour.
- ☐ Suggest/Recommend ways in which professional, responsible, ethical and effective business practice should be conducted, e.g., payment of fair wages, providing quality goods and services, not starting a business venture at someone else's expense, etc.



PAPER 2: BUSINESS ROLES

Downloaded from Stanmorephysics.com

TOPIC: Ethics and professionalism



Tip

Ensure that you know the differences between the King Code principles.

Transparency means the business must hide nothing from employees, shareholders, investors and the public.

Accountability means that management must be willing to be accountable for all their actions.

Responsibility reflects the actions of the business towards the community and the environment.

KING CODE PRINCIPLES

Explain how businesses can apply the King Code's principles of good corporate governance to improve ethical business practices

TRANSPARENCY	LIABILITY	RESPONSIBILITY
<ul style="list-style-type: none"> Regular audits must be done to determine the effectiveness of the business Audit and other reports must be accurate / available to shareholders / workers. Stakeholders should be aware of employment policies. 	<ul style="list-style-type: none"> Internal and External auditors must audit financial statements. Regular communication between management and stakeholders, e.g. share holders Businesses must be accountable for decisions and actions 	<ul style="list-style-type: none"> Programs must protect communities. Programs must protect the environment, e.g. to reduce air and water pollution.

BUSINESS PRACTICES CHALLENGES

	TYPE	EXAMPLE	EXPLANATION	STRATEGY TO DEAL WITH IT
UNPROFESSIONAL	1. SEXUAL HARASSMENT	<ul style="list-style-type: none"> Managers promise employees promotion if they agree to sexual favours. 	<ul style="list-style-type: none"> Sexual harassment causes discomfort / humiliation and hinders work. 	<ul style="list-style-type: none"> Implement internal complaints and disciplinary procedures. Formulate a policy regarding sexual harassment.
	2. UNAUTHORIZED USE OF WORK-PLACE FUNDS OR RESOURCES	<ul style="list-style-type: none"> Staff who download music and movies with the work's internet. 	<ul style="list-style-type: none"> Fraud increases the cost of doing business. 	<ul style="list-style-type: none"> Perform audits. Limit the number of employees who have access to assets.
	3. ABUSE OF WORKING HOURS	<ul style="list-style-type: none"> Make personal calls during working hours. 	<ul style="list-style-type: none"> Businesses can lose customers if deadlines are not met. 	<ul style="list-style-type: none"> Talk directly to employees. Draw up code of conduct.
UNETHICAL	4. DISHONEST ADVERTISING	<ul style="list-style-type: none"> To advertise second-hand goods as new goods. 	<ul style="list-style-type: none"> Misleading statements in advertisements leading to misrepresentation of the product concerned. 	<ul style="list-style-type: none"> Consumers need to report it. Encourage businesses to keep advertising fair.
	5. PRICES OF GOODS IN RURAL AREAS	<ul style="list-style-type: none"> Inflation of food prices because there are few suppliers in remote areas. 	<ul style="list-style-type: none"> To ask higher prices for goods of inferior quality in rural areas. 	<ul style="list-style-type: none"> Work with suppliers to share delivery costs to remote rural areas.
	6. TAX EVASION	<ul style="list-style-type: none"> Falsification of financial records to show less income. 	<ul style="list-style-type: none"> Many businesses and individuals do not declare all their income to SARS. 	<ul style="list-style-type: none"> Submit all tax returns. Businesses must pay the correct amount to SARS.

YOU MUST BE ABLE TO



- ☐ Explain how businesses can apply the King Code principles of transparency, accountability and responsibility for good corporate governance to improve ethical business conduct.
- ☐ Identify the following types of unethical business practices from given scenarios/statements:
 - o Unfair advertising ;
 - o Pricing of goods in rural areas
 - o Taxation/Tax evasion
- ☐ Explain how the above-mentioned types of unethical business practices pose challenges to businesses.
- ☐ Recommend/Suggest ways in which businesses could deal with the above-mentioned types of unethical businesses practices.
- ☐ Identify the following types of unprofessional business practices from given scenarios/ statements:
 - o Sexual harassment
 - o Unauthorised use of workplace funds and resources
 - o Abuse of work time
- ☐ Explain how the above-mentioned types of unprofessional business practices pose challenges to businesses.
- ☐ Recommend/Suggest ways in which businesses could deal with the above-mentioned types of unprofessional business practices.

PAPER 2: BUSINESS ROLES

Downloaded from Stanmorephysics.com

TOPIC: ETHICS AND PROFESSIONALISM

Stanmorephysics.com



REMEMBER THE FOLLOWING TIPS SO YOU CAN GET GOOD MARKS FOR ETHICS AND PROFESSIONALISM:

PRACTICE QUESTIONS:

3.1 Give THREE practical examples of ethical behaviour. (3)

3.2 Read the scenario below and answer the questions that follow

SMART STATIONERY (SS)

Ms Pedantic, a manager at Smart Stationery (SS), wants to address the staff. She noticed that employees are not polite to customers. She also noticed that the previous management engaged in price fixing in the past. She also observed that senior staff were always late.

3.2.1 Quote TWO actions that are regarded as unprofessional from the scenario above. (2)

3.2.2 Distinguish between *ethical behaviour* and *professional behaviour*. (8)

3.3 Explain how *unfair advertising* and *tax evasion* pose challenges to the business. (8)

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

MBEKA CONSTRUCTION (MC)

Shaheed was appointed as a new CEO at Mbeka Construction (MC). He conducted a meeting with the company's shareholders. Some shareholders were not aware of the Annual General Meeting.

3.4.1 Identify the King Code principle applicable MC. Motivate your answer by quoting from the scenario above. (3)

3.4.2 Explain how MC can apply the King Code principle identified in QUESTION 3.4.1 above, to improve ethical business conduct. (8)

3.5 Recommend ways in which professional, ethical and effective business practice should be conducted. (8)

Read the scenario below and answer the questions that follow.

MBALI PAINTS (MP)

Mbali Paints is a local paint factory. MP advertised a 30% discount for the first 20 buyers, which was never granted. Peter promised Sheila a position as the new secretary if she would have a relationship with him. The company does not declare all its income to SARS. Alfred, the truck driver, does not always return to the factory after making deliveries. He uses the business truck for private trips.

1.1 Identify different types of unethical and unprofessional business practices from the scenario above. Motivate your answer by quoting from the scenario.

Use the table below as a GUIDE to answer QUESTION 1.1.

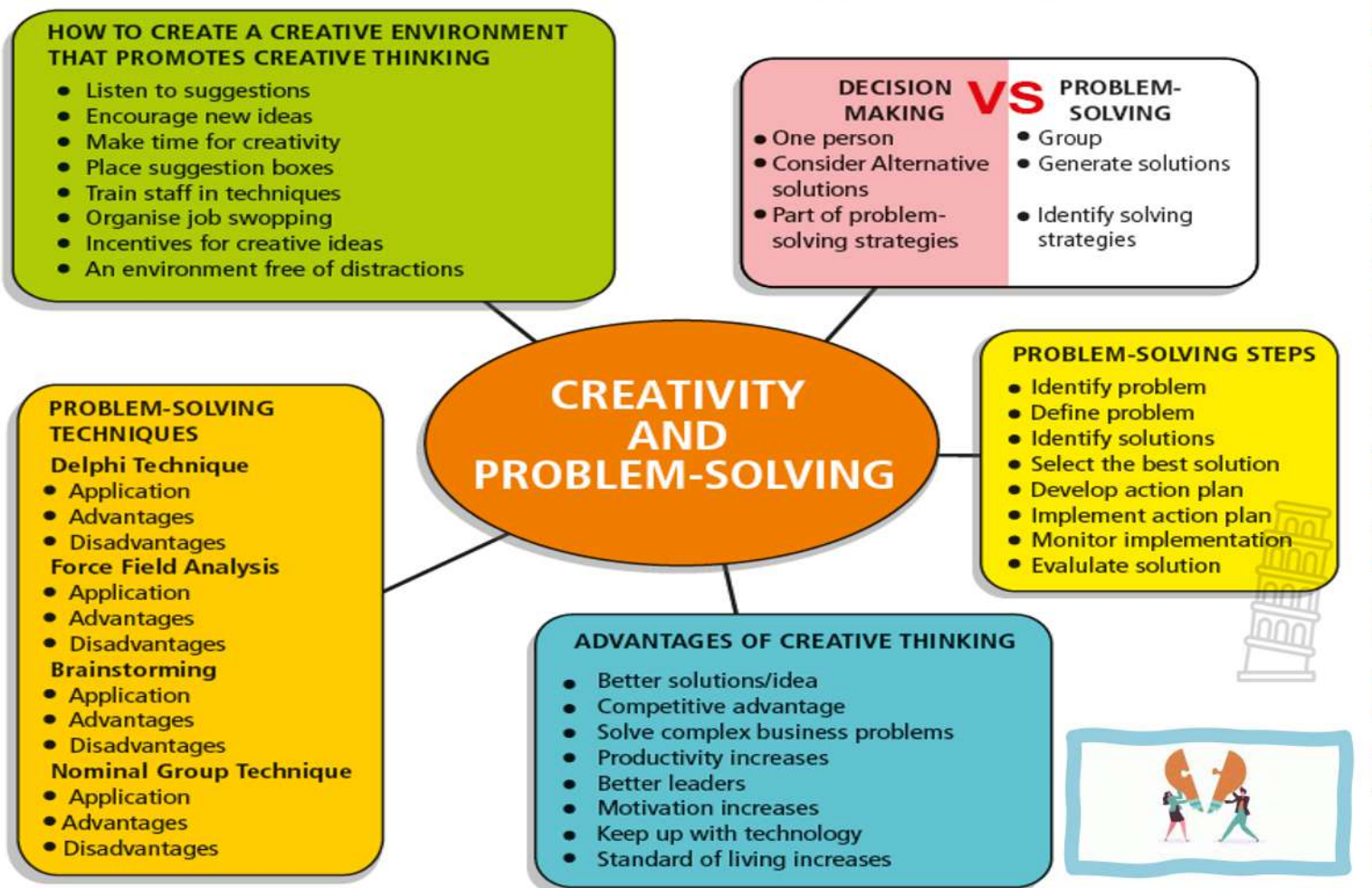
UNETHICAL BUSINESS PRACTICES	MOTIVATIONS
1.	
2.	
UNPROFESSIONAL BUSINESS PRACTICES	MOTIVATIONS
3.	
4.	
5.	

PAPER 2: BUSINESS ROLES

Downloaded from stanmorephysics.com

TOPIC: CREATIVE THINKING AND PROBLEM SOLVING

Use the mind map as a guide. Ensure that you study the content relevant to each heading



YOU MUST BE ABLE TO

- ☐ Define/Elaborate on the meaning of problem-solving and decision making.
- ☐ Explain/Differentiate/Distinguish between problem-solving and decision making.



Differences between decision making and problem-solving

DECISION-MAKING	PROBLEM-SOLVING
<ul style="list-style-type: none">• Decision-making is often done by one person/senior management. This makes decision-making more authoritative.	<ul style="list-style-type: none">• Problems can be solved by a group/team or an individual team member. This makes problem-solving more inclusive.
<ul style="list-style-type: none">• The person/senior management will consider various alternatives before deciding on the best one.	<ul style="list-style-type: none">• The group/team will generate/identify various solutions and then critically evaluate each one.
<ul style="list-style-type: none">• This process is part of the problem-solving cycle because decisions need to be taken in each step of the cycle.	<ul style="list-style-type: none">• This process of analysing a situation will help the group/team to identify strategies that will bring about change.

NOTE: It can be used for the meaning and to distinguish

PAPER 2: BUSINESS ROLES

Downloaded from stammorephysics.com

TOPIC: CREATIVE THINKING AND PROBLEM SOLVING

Remember! You must be able to apply the problem-solving steps from given scenarios

PROBLEM SOLVING STEPS

- 1 • **IDENTIFY** the problem
- 2 • **DEFINE** the problem
- 3 • **IDENTIFY** alternative solutions
- 4 • **EVALUATE** the alternative solutions
- 5 • **FORMULATE** the alternative solutions
- 6 • **IMPLEMENT** the strategy
- 7 • **MONITOR** the strategy
- 8 • **EVALUATE** the strategy

Ways in which business can create environment to stimulate creative thinking

1. Encourage staff to come up with new ideas
2. Train staff in innovative techniques
3. Encourage job swops within the organisation
4. Encourage alternative ways of working
5. Respond enthusiastically to all ideas

DEFINE CREATIVE THINKING
it is **the ability to** look at the same scenario/challenge **and come up with original, new innovative ideas/solutions.**

YOU MUST BE ABLE TO

- ☐ Identify/Name/Outline/ Explain/Discuss the problem solving steps.
- ☐ Define/Elaborate on the meaning of creative thinking.
- ☐ Explain the benefits/advantages of creative thinking in the workplace.
- ☐ Explain/Recommend ways businesses can create an environment that promotes creative thinking in the workplace.



BENEFITS OF CREATIVE THINKING IN THE WORK PLACE

- May give the business a **COMPETITIVE ADVANTAGE**.
- **COMPLEX** business problems may be solved.
- Employees have more **CONFIDENCE** as they can live up to their full potential.
- Better **SOLUTIONS** are generated.
- Creativity may lead to new **INVENTIONS** which improves the general standard of living.
- Improves **MOTIVATION** amongst staff members

C³ SIM

Downloaded from Stanmorephysics.com

PAPER 2: BUSINESS ROLES

TOPIC: CREATIVE THINKING AND PROBLEM SOLVING





You must be able to **IDENTIFY** problem solving techniques from given scenarios

YOU MUST BE ABLE TO

- Apply the problem-solving steps from given scenarios/case studies.
- Identify/Name the following problem-solving techniques from given scenarios/statements:
 - o Delphi technique; o Force field analysis; o Brainstorming; o Nominal group technique
- Explain/Advise businesses on how they can apply the above-stated problem-solving techniques to solve complex business problems.
- Discuss/Evaluate/Analyse the impact (positives/advantages and/or negatives/disadvantages) of the above-stated problem-solving techniques.



PROBLEM SOLVING TECHNIQUES

DELPHI TECHNIQUE	FORCE-FIELD ANALYSIS	BRAINSTORMING	NOMINAL GROUP TECHNIQUE
 <p>Use a panel of experts to find solutions to a problem. Experts do not have to be in the same place</p>	 <p>Developed by Kurt Lewin to facilitate change in an organisation</p>	 <p>A group problem-solving technique that involves the spontaneous contribution of ideas from all members of the group</p>	 <p>The Nominal Group Technique is a variation of brainstorming where individuals come up with ideas on their own rather than as a group</p>
ADVANTAGES <ul style="list-style-type: none"> Experts give anonymous suggestions Experts are more creative. Experts can feed off each other's ideas. 	ADVANTAGES <ul style="list-style-type: none"> more people feel included and understood employees develop and grow with business informed decisions can be made as all forces are critically evaluated 	ADVANTAGES <ul style="list-style-type: none"> Stimulates creative thinking. People get ideas from others and build on them. Employees are motivated as they can contribute to problem solving 	ADVANTAGES <ul style="list-style-type: none"> All group members participate Votes are anonymous and more honest All the members have an equal say in the final decision.
DISADVANTAGES <ul style="list-style-type: none"> Respondents might not reach consensus The process is time consuming and expensive Not all experts are willing to complete questionnaires 	DISADVANTAGES <ul style="list-style-type: none"> Process is time consuming requires the participation of all the business units the analysis is entirely dependent on the skills levels of working group 	DISADVANTAGES <ul style="list-style-type: none"> Strong team member can dominate process. Shy members don't contribute. It is time consuming as too many contributions may delay decision making 	DISADVANTAGES <ul style="list-style-type: none"> There might not be consensus. The chosen solution is not always the best. It is time-consuming as each member must make a presentation
APPLICATION <ul style="list-style-type: none"> Invite a panel of experts to research complaints from customers Design a questionnaire and distribute to experts Summarise the responses in a feedback report Send feedback report with second set of questions to experts 	APPLICATION <ul style="list-style-type: none"> Describe the current situation and the desired situation List all driving and restraining forces that will support or resist change Allocate a score from 1 (weak) to 5 (strong) to each force Choose the force with the highest score as the solution 	APPLICATION <ul style="list-style-type: none"> Define the problem clearly Set a time limit for each brainstorming session Write ideas down where all participants can see it Do not judge or criticise the ideas 	APPLICATION <ul style="list-style-type: none"> Encourage group to clearly define problems Divide group into smaller groups Each group member must silently brainstorm problem Each member receives opportunity to give a solution One person must write down solutions

NB! You must be able to apply the problem-solving techniques to solve complex business problems

PAPER 2: BUSINESS ROLES

Downloaded from Stanmorephysics.com

TOPIC: CREATIVE THINKING AND PROBLEM SOLVING

Section A-type question

Businesses apply the ... technique when they distribute questionnaires to a panel of experts to find a solution for their business problem.

- A Force-field analysis
- B Delphi
- C Nominal group
- D Empty chair

... technique enable employees to come up with ideas on their own and then share it with their colleagues.

The ability to think of original and new ideas to solve problems refers to ...

Section C-type question

Businesses operate in a challenging environment and must deal with several problems and make informed decisions. To do this, the business must apply the problem-solving steps to bring about change. The Force field analysis and brainstorming can be applied during the problem-solving process.

Write an essay on problem-solving in which you include the following aspects:

- Outline the differences between decision-making and problem-solving.
- Explain any FOUR problem-solving steps.
- Explain how businesses can apply the following problem-solving techniques:
 - Force field analysis
 - Brainstorming
- Advise businesses on the impact of Force field analysis.

Test your knowledge by doing the following practice questions:



Section B-type question

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

CYBERSPACE WEB DESIGNS (CWD)

Cyber Space Web designs specialises in unique web designs. The owner, Mr Cyber uses alternative ways of working. CSD also values the inputs of staff members by responding enthusiastically when they come up with new ideas.

4.7.1 Identify TWO ways in which CSD create an environment that promotes creative thinking from the scenario above. (2)

4.7.2 Discuss other ways in which a business can create an environment that promotes creative thinking in the workplace. (6)

4.8 Advise businesses about the advantages of creative thinking in the workplace. (6)

PAPER 2: BUSINESS ROLES

Downloaded from Stanmorephysics.com

TOPIC: SOCIAL RESPONSIBILITY AND CORPORATE CITIZENSHIP: CSR & CSI

YOU MUST BE ABLE TO SOCIAL RESPONSIBILITY

- ❑ Define/Elaborate on the meaning of social responsibility.
- ❑ Explain the relationship/link between social responsibility and triple bottom line.
- ❑ Suggest ways in which a business project can contribute towards the community: charitable contributions to NGO's, involvement in community education, employment, and employee volunteer programmes.
- ❑ Identify/Name the following socio-economic issues from given scenarios/statements:
 - o HIV/Aids
 - o Unemployment
 - o Poverty
- ❑ Recommend/Suggest ways in which businesses can deal with the above-stated socio-economic issues.
- ❑ Explain/Recommend/Suggest ways in which businesses can contribute time and effort in improving the well-being of employees and communities.



The meaning of social responsibility

In today's world, it is the responsibility of every citizen and organisation to contribute towards the well-being of the community and the environment in which they live. Business have the responsibility to balance their operations between economic development, the well-being of the community, and looking after the environment.

This responsibility can take the form of:

- avoiding any actions that could harm the environment, for example, exploiting natural resources
- implementing initiatives that can benefit the society.

Ways in which a business project can contribute towards the community

- The business can make a charitable contribution to NGOs, for example, how the 'Chefs that care' contributes towards the communities within which they operate.
- The business can be involved in community education, for example, the 'Take a child to the workday' initiative.
- The business can employ members of the local community in their projects for the community, for example, Granny's Green Nursery.
- Businesses can encourage their employees to participate in volunteer programmes that are taking place in the local community, for example, Grand West School Renovation Programmes.

The link between social responsibility and the triple bottom line

People/Social

- Businesses/organisations should not harm or exploit people, their employees, customers, or the community.
- Businesses should engage and invest in sustainable community programmes or projects that will benefit and/or uplift communities.
- Businesses should contribute to the well-being of all their stakeholders.

Profit/Economic

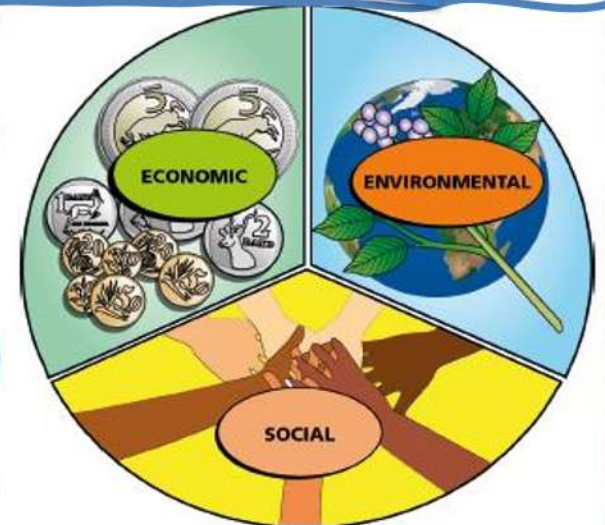
- The triple bottom line means that businesses should not only focus on their profit and charge high prices but should also invest in CSI projects.
- Businesses should not make a profit at the expense of their community.

Planet/Environment

- Businesses should not exhaust resources or harm the environment for production or to gain profit for themselves.
- They should support energy-efficient or eco-friendly products and production methods.
- They must take part in recycling or re-use of waste, for example, making use of recycled material for packaging or in products.

Tip

Ensure that you know the link between social responsibility and the triple bottom line very well. You may be required to explain/discuss the relationship/link between social responsibility and triple bottom line. You may also be required to identify the THREE P's of the triple bottom line from different scenarios.



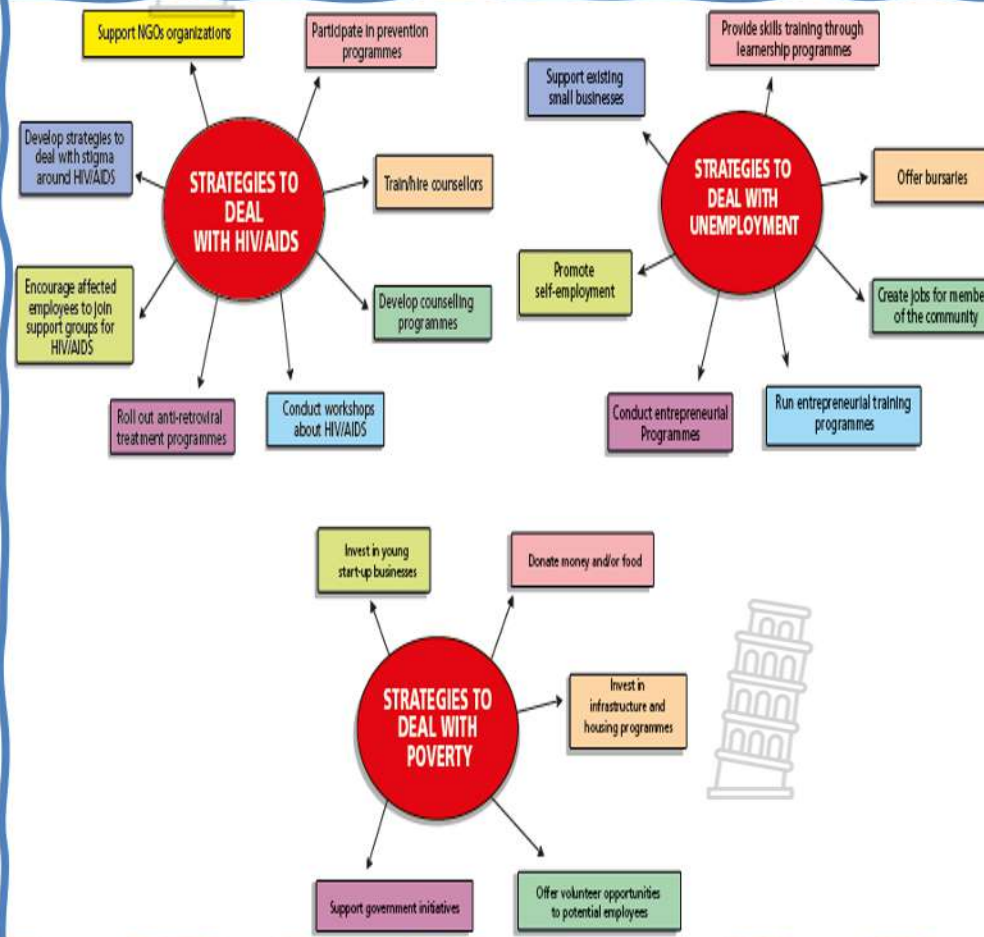
This illustration describes the three aspects of the triple bottom line.

PAPER 2: BUSINESS ROLES

TOPIC: SOCIAL RESPONSIBILITY AND CORPORATE CITIZENSHIP: CSR & CSI

YOU KNOW THE FOLLOWING ABOUT SOCIAL RESPONSIBILITY

- ☐ Define/Elaborate on the meaning of social responsibility.
- ☐ Explain the relationship/link between social responsibility and triple bottom line.
- ☐ Suggest ways in which a business project can contribute towards the community: charitable contributions to NGO's, involvement in community education, employment, and employee volunteer programmes.
- ☐ Identify/Name the following socio-economic issues from given scenarios/statements:
 - o HIV/Aids
 - o Unemployment
 - o Poverty
- ☐ Recommend/Suggest ways in which businesses can deal with the above-stated socio-economic issues.
- ☐ Explain/Recommend/Suggest ways in which businesses can contribute time and effort in improving the well-being of employees and communities.



Ways in which businesses can contribute time and effort in improving the well-being of their employees

- Pay fair wages/salaries to the workers
- Provide recreational facilities for employees and encourage them to stay fit and healthy.
- Provide transportation for employees who work unusually long hours.
- Conduct team building sessions to improve employee morale.

Ways in which businesses can contribute time and effort in improving the well-being of communities

- Offer skill development courses and bursaries.
- Donate money and/or time to community projects.
- Ensure that products do not harm consumers or the environment.

PAPER 2: BUSINESS ROLES

TOPIC: SOCIAL RESPONSIBILITY AND CORPORATE CITIZENSHIP: CSR & CSI



WHAT YOU MUST KNOW ABOUT CORPORATE SOCIAL RESPONSIBILITY/CSR

- Define/Elaborate on the meaning of CSR
- Describe/Explain the purpose of CSR
- Identify/Name/Outline the components of CSR: environment, ethical corporate social investment, health and safety.
- Identify CSR programmes from given scenarios/statements.

CORPORATE SOCIAL INVESTMENT/CSI

- Define/Elaborate on the meaning of CSI.
- Explain/Describe the purpose of CSI.

CSR



The MEANING of CSR

- The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the local community and society at large.
- Corporate Social Responsibility is an obligation required by law and benefits both business and society.

The PURPOSE of CSR

- CSR programmes are internal programmes that businesses use to comply with laws and ethics
- CSR aims to create a safe working environment for employees.
- Business operations address Triple Bottom Line through CSR programmes by considering its impact on people, profit and planet.

COMPONENTS of CSR

- Ethical practices, e.g. good accounting practices
- Health and safety considerations, e.g. a safe work environment for workers
- Labour considerations, e.g. training and incentives for workers
- Environmental considerations, e.g. protecting water and other natural resources
- Community support e.g. assisting community to fulfil basic needs

You must be able to identify CSR programmes from given scenarios/statements

CSI



The MEANING of CSI

- Refers to investment of corporate funds for the primary purpose of achieving social outcomes
- Money that a business budgets to provide solutions to social problems within the communities from which they draw their workers or where they sell their products or services.

The PURPOSE of CSI

- CSI aims at contributing towards sustainable development of its immediate communities
- CSI projects play a positive role in the development of communities.
- CSI reveals a business's attitude towards the community in which it operates.
- CSI projects are long-term investments

WHAT YOU MUST KNOW ABOUT

CORPORATE SOCIAL RESPONSIBILITY/CSR (CONTINUES)

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

CORPORATE SOCIAL INVESTMENT/CSI

□ Define/Elaborate on the meaning of CSI.
□ Explain/Describe the purpose of CSI.
□ Name/Outline CSI focus areas, e.g., community, rural development, employees, environment
□ Explain/Distinguish/Differentiate between CSR and CSI.
□ Explain/Discuss/ Evaluate/Analyse the impact (advantages/positives and/or disadvantages

/negatives of CSI on business and communities.

□ Explain/Distinguish/Differentiate between CSR and CSI.



FOCUS AREAS of CSI

- Community
- Rural development
- Employees
- Environment

EXAMPLES of CSI projects

- Donation to support local organisations
- Investing in job creation projects
- Providing adult basic education
- Teaching entrepreneurial skills
- Sponsoring arts and culture programmes
- Establishing programmes to promote early childhood

BENEFITS and CHALLENGES of CSR/CSI for Business and Communities

	BUSINESS	COMMUNITIES
BENEFITS	<ul style="list-style-type: none">• Allows business to fulfil the requirements of King III• Creates a good culture among managers and staff• Employees have pride in the company which helps the business to find and retain staff• Promotes good relations with community leaders and government• Attract socially responsible investors	<ul style="list-style-type: none">• Money is directed at programmes aimed at helping the community• The community's quality of life increases• There is an increase in economic opportunities• Relationship with business improve
CHALLENGES	<ul style="list-style-type: none">• Pose an additional cost that affect the business's bottom line• Take time away from revenue generating projects• Often require new employees• Companies sometimes feel obliged to start CSR project, but their motivation is not in line with the principles of CSR	<ul style="list-style-type: none">• Communities might become dependent on CSI programmes• This dependency could lead to disempowerment• Causes frustration in communities when programmes end

NOTE: That the impact of CSR and CSI on the community and business are the same

Differences between Corporate Social Responsibility (CSR) and Corporate Social Investment (CSI)

Corporate Social RESPONSIBILITY	Corporate Social INVESTMENT
<ul style="list-style-type: none">• The intention is to change business practices.• Focus is on increasing image and profits.• Often intended as a marketing initiative.	<ul style="list-style-type: none">• Actively committing money and resources to uplift the community.• Focus is on the upliftment of community without return on investment.• Intended to benefit and uplift communities through social development.

PAPER 2: BUSINESS ROLES

Downloaded from Stanmorephysics.com

TOPIC: SOCIAL RESPONSIBILITY AND CORPORATE CITIZENSHIP: CSR & CSI

Stanmorephysics.com



Test your knowledge by doing the following practice questions:



Section B-type question

Read the scenario below and answer the questions that follow.

MAZARS SHOE MANUFACTURER (MSM)

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

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

3.3.2 Discuss the impact of corporate social investment (CSI) on MSM as a business. (6)

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

ZUMBA ELECTRIC (ZE)

Zumba Electric operates in an area affected by a high rate of unemployment and poverty. The management of ZE tried to address these challenges by investing in the community through corporate social investment (CSI) projects.

6.1.1. Name TWO socio-economic issues from the scenario above. (2)

6.1.2. Suggest ways in which businesses could contribute to the well-being of their employees. (8)

Section C-type question

Businesses are compelled to initiate corporate social responsibility (CSR) programmes that are aimed at enhancing the quality of life of communities. Some businesses believe that they should not be expected to invest in corporate social investment (CSI) projects as these are not the primary objectives of their business.

Support the above argument by referring to the following aspects:

- Describe differences between CSR and CSI.
- Evaluate the impact of CSI on businesses.
- Explain the relationship between social responsibility and triple bottom line.
- Recommend FIVE ways in which businesses can contribute time and effort to advance the well-being of their employees.



Section C-type question

Businesses are required to contribute towards the wellbeing of the communities in which they operate. HIV/Aids and unemployment have been identified as major socio-economic issues impacting on businesses. Businesses are expected to address these issues through corporate social responsibility (CSR) and corporate social investment (CSI) initiatives.

Write an essay in which you address the following aspects:

- Differentiate between CSR and CSI.
- Explain the impact of CSR on communities.
- Recommend strategies on how businesses could deal with HIV/Aids and unemployment as socio-economic issues.
- Suggest FIVE ways in which businesses could contribute time and effort to improve the well-being of the community, excluding HIV/Aids and unemployment strategies.

PAPER 2: BUSINESS ROLES

Downloaded from Stanmorephysics.com

TOPIC: HUMAN RIGHTS, INCLUSIVITY AND ENVIRONMENTAL ISSUES

HUMAN RIGHTS?

YOU MUST KNOW:

HUMAN, ECONOMIC, SOCIAL AND CULTURAL RIGHTS:

□ Outline/Name the following human rights in the workplace:

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

□ Identify the above-stated human rights from given scenarios /statements.

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

□ Outline the economic rights of employees in the workplace.

□ Name the social rights of employees in the workplace.



Definition of Human rights

Human rights are rights that everyone must enjoy by mere fact that they are human beings

They are protected by the Bill of Rights contained in chapter two of the constitution of the Republic of South Africa.

You must be able to identify the human rights from given scenarios /statements

HUMAN RIGHTS IN THE WORKPLACE

Ways in which businesses could deal with human rights in the workplace	Privacy	Dignity	Equity	Freedom of speech and expression	Information	Safety, security and protection of life
	<ul style="list-style-type: none">• Business should not provide personal information about employees and clients to anyone else.• Information on employees who have disclosed their HIV/Aids status must be kept confidential.• It is illegal to read other people's emails and record conversations unless stated clearly and upfront.	<ul style="list-style-type: none">• Businesses must treat all employees with respect regardless of their socio-economic status.• They should not force workers to do embarrassing or degrading work.	<ul style="list-style-type: none">• Businesses must give equal opportunities to all employees• Equal pay for work of equal value.• They should apply relevant legislation fairly on all levels.	<ul style="list-style-type: none">• Businesses should allow open communication channels between management and employees.• They should give employees a platform to raise their grievances without any victimisation.	<ul style="list-style-type: none">• Workers should have access to information, including all information held by the Government• Employees should be informed as new information becomes available.	<ul style="list-style-type: none">• Employees should work in a safe working environment free from hazardous products or areas.• Provide workers with protective clothing, e.g. gloves and footwear, etc.• Comply to safety legislation such as OHSA/COIDA, etc.

**WHAT YOU MUST KNOW FOR:
HUMAN, ECONOMIC,
SOCIAL AND CULTURAL
RIGHT(CONTINUES):**

- ☐ Outline the economic rights of employees in the workplace.
 - ☐ Name the social rights of employees in the workplace.
 - ☐ Recommend ways in which businesses could promote i) social rights and ii) cultural rights in the workplace.
 - ☐ Explain the implication of equality, respect and dignity on businesses.
- DIVERSITY**
- ☐ Discuss the benefits of diversity in the workplace.



Economic rights of employees in the workplace

- Free from forced labour
- Fair wages
- Safe and healthy working conditions
- Join or form trade unions

Implications of equality, respect and dignity for businesses

- Businesses should treat all their employees equally, regardless of their race, age, gender, disability, etc.
- Employers and employees need to comply with legislation regarding equal opportunities and human rights in the workplace.
- Businesses should develop equity programmes to ensure that all employees are treated equally regardless of status.
- Mission statement should include values of equality and respect.
- Business policies should include issues such as diversity, discrimination and harassment.

Ways to promote cultural rights in the workplace

- Provide an environment in which employees are free to use their own language when interacting with others during their free time.
- Encourage employees to participate in cultural activities.
- Allow employees to provide solutions to challenges from their own cultural perspective.
- Employ people from various cultural backgrounds.
- Employees should be trained on cultural tolerance

BENEFITS OF DIVERSITY IN THE WORKPLACE

- Workforce diversity improves the ability of a business to solve problems in diverse markets.
- Employees value each other's diversity and learn to communicate across lines of difference.
- Diversity in the workforce improves morale
- Employees demonstrate greater loyalty to the business because they feel respected.
- Diversified workforce can give businesses a competitive advantage, as they can render better services.

Social rights of employees in the workplace.

- Employees have the right to social security
- Employees has the right to freedom of movement
- Free from underage employment

Ways to promote social rights in the workplace

- Businesses should ensure that employees have access to social security.
- Provide opportunities for skills training or basic education.
- Register workers with UIF to provide adequate protection in the event of unemployment or illness.
- Encourage employees to participate in special events, e.g. World Aids day.
- Provide health care services by establishing site clinics to give employees access to basic medical examinations.



TOPIC: HUMAN RIGHTS, INCLUSIVITY AND ENVIRONMENTAL ISSUES

WHAT YOU MUST KNOW FOR:



DIVERSITY:

- ☐ Define/Elaborate on the meaning of diversity in the workplace.
- ☐ Define/Elaborate on the meaning of diversity in the workplace.
- ☐ Identify/Name the following diversity issues from given scenarios/statements:
 - o Poverty
 - o Race
 - o Gender
 - o Language
 - o Age,
 - o Culture/religion and
 - o Disability
- ☐ Recommend/Suggest ways in which businesses could deal with the above-stated diversity issues in the workplace.

Definition of Inclusivity

- Means that no one should be excluded because of their gender/age/race/language/disability
- Businesses can achieve inclusivity by promoting equality, respect and dignity in the workplace.

You must be able to identify the following diversity issues from given scenarios/statements

The meaning of diversity

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

Diversity issues in the workplace

	Poverty	Race	Gender	Language	Age	Culture/religion	Disability
ways in which businesses could deal with the above-stated diversity issues in the workplace	<ul style="list-style-type: none"> • Businesses should employ people from different socio-economic backgrounds and status. • Reward employees for services well-rendered. • Ensure that the prices of products are affordable for the identified consumer market. 	<ul style="list-style-type: none"> • Implement affirmative action policies as required by law. • No discrimination should be made based on skin colour. • Comply with the Employment Equity Act and BBBEE when appointing people. 	<ul style="list-style-type: none"> • Males and females should be offered equal employment opportunities. • Business directors should promote both men and women in managerial positions. • Introduce affirmative action by ensuring that male and female employees are remunerated equally. 	<ul style="list-style-type: none"> • Provide training in the official language of the business. • Employ an interpreter so that everyone can fully understand what is being said in a meeting. • All business contracts should be in an easy-to-understand language and should be available in the language of choice for the relevant parties signing the contract. 	<ul style="list-style-type: none"> • Promotions should not be linked to age, but rather to a specific set of skills. • A business may not employ children aged 15 or younger. • The ages of permanent workers should vary from 18 to 65 to include all age groups. 	<ul style="list-style-type: none"> • Business must be sensitive to special requests from different cultural groups, e.g. allow day(s) off for cultural festivals. • Cater for special food in the workers' canteen. • Businesses should respect cultural differences of employees. • The business may not discriminate against employees on the grounds of their cultural background. 	<ul style="list-style-type: none"> • Business should provide employment opportunities for people who are physically challenged. • Accommodate people who are physically challenged by providing for example ramps for wheel-chairs • Ensure that workers with special needs do not feel excluded from workplace activities.

PAPER 2: BUSINESS ROLES

Downloaded from Stanmorephysics.com

TOPIC: HUMAN RIGHTS, INCLUSIVITY AND ENVIRONMENTAL ISSUES

WHAT YOU MUST KNOW: ENVIRONMENTAL FACTORS:

- Explain the responsibilities of employers in promoting human health and safety in the workplace.
- Outline/Explain/Discuss the roles of the health and safety representatives in protecting the workplace environment, e.g. checking on the effectiveness of health and safety measures/identifying potential dangers in the work environment/investigating workers' complaints, etc.
- Identify the roles of health and safety representatives from given scenarios.
- Explain the responsibilities of workers/employees in promoting human health and safety in the workplace.
- Identify the responsibilities of employers and employees/workers in promoting human health and safety in the workplace from given scenarios.
- Recommend/Suggest strategies businesses may use to protect the environment and human health.



Environmental issues

- Environmental issues relate to preserving a clean, safe and sustainable environment.
- Businesses should assess, control and address all the physical, chemical and biological factors in the environment.

You must be able to identify the role of health and safety representatives from given scenarios

Role of health and safety representatives in protecting the workplace environment

- Ensure that protective clothing is provided to all workers.
- Identify potential dangers in the workplace
- Promote measures to ensure the health and safety of workers
- Monitor the effectiveness of health and safety measures with management
- Promote safety training so that employees may avoid potential dangers

Responsibility of workers in promoting human health and safety in the workplace

- Report unsafe working conditions to management.
- Report accidents to the employer by the end of the shift
- Use prescribed safety equipment
- Take reasonable care of their own safety
- Inform the employer of any illness that may affect the ability to work.

Responsibilities of employers in promoting human health and safety in the workplace

- Provide and maintain all the equipment that is necessary to perform the work
- Keep the systems to ensure that there will be no harmful impact on the health and safety of workers.
- Reduce dangers to workers and provide personal protective clothing
- Equipment must be used under the supervision of a designated trained worker
- Comply with safety laws which seek to promote a healthy working environment

You must identify the responsibilities of employers and employees in promoting human health and safety in the workplace from given scenarios.

Ways in which businesses could protect the environment and promote human health in the workplace

- Become involved in environmental awareness programme.
- Water for human consumption should be tested before it is used
- Promote nature conservation by looking after natural resources
- Minimise pollution, by re-using, reducing and recycling
- Educate people about hygiene issues
- Encourage employees to do regular health checks

PAPER 2: BUSINESS ROLES

Downloaded from Stanmorephysics.com

TOPIC: HUMAN RIGHTS, INCLUSIVITY AND ENVIRONMENTAL ISSUES

Stanmorephysics.com

Section C-type question

Many businesses consist of a diverse workforce that requires the development of strategies to deal with different types of diversity issues. Dealing with these issues enable businesses to enjoy the benefits of a diverse workforce. Businesses appoint health and safety representatives in order to protect the environment and human health in the workplace.

Write an essay on diversity and environmental issues in which you include the following aspects:

- Outline the benefits of diversity in the workplace.
- Explain how businesses could deal with the following diversity issues in the workplace.
 - Race
 - Language
 - Age
- Describe ways in which businesses can protect the environment and human health.
- Advise businesses on the roles of the health and safety representatives in protecting the workplace environment.

[40]

Section A-type question

Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter next to the question number

Column A	Column B
Inclusivity	A. Equal job opportunities are given to all people regardless of race, gender, religion etc. B. Previously disadvantaged people are given preferential treatment when applying for jobs.

Test your knowledge by doing the following practice questions:



Section B-type question

3.1 Name any TWO human rights in the workplace. (2)

3.6 Read the scenario below and answer the question that follows:

GIJIMA MINES (GM)

Employees at Gijima mines are allowed to join a trade union of their choice. GM provides their employees with education and clean water. The management of GM also wants to promote cultural rights in the

3.6.1 Name TWO social rights of employees in the scenario above. (2)

3.6.2 Explain ways in which GM can promote cultural rights in the workplace. (4)

3.6.3 Discuss ways in which businesses could deal with disability as a diversity issue in the workplace. (6)

3.7 Suggest strategies that businesses may use to protect the environment and human health. (6)

Section A-type question

Equal pay for work of equal value is an example of ... right(s) of employees.

- A. cultural
- B. social
- C. human
- D. economic

TOPIC: TEAM PERFORMANCE ASSESSMENT & CONFLICT MANAGEMENT

WHAT YOU MUST KNOW: TEAM PERFORMANCE ASSESSMENT



□ Outline/Explain/Discuss the following criteria for successful team performance:

- o Interpersonal attitudes and behaviour
- o Shared values
- o Communication
- o Collaboration.

□ Identify the above-mentioned criteria from given scenarios/statements.

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



Criteria for successful team performance

Shared values/Mutual trust and support



- Performs tasks with integrity meeting team deadlines with commitment to team goals
- Shows loyalty towards team members despite differences
- Shows respect for the skills of other members

Interpersonal attitudes and behaviour



- Good interpersonal relationships increase productivity of the team
- Members are committed towards achieving a common goal
- Team leader acknowledges members for positive contributions

Communication



- A clear set of procedures to ensure that every team member understands his/her role
- Quality feedback improves the morale of the team
- Open discussions lead to effective solutions of problems

Co-operation/ Collaboration



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



Remember you must be able to identify the criteria from given scenarios/ statements

Characteristics of successful teams

- Successful teams share a common goal
- Share a set of team values and implement group decisions
- There is a climate of respect, trust and honesty
- Teams pay attention to the needs of the individual team members
- Successful teams have sound interpersonal attitudes and beliefs
- Regular reviews of team processes and progress may detect problems
- Balance the skills, knowledge, experience to achieve the objectives.

TOPIC: TEAM PERFORMANCE ASSESSMENT & CONFLICT MANAGEMENT

WHAT YOU MUST KNOW:

TEAM PERFORMANCE ASSESSMENT

□ Identify/Name the following stages of team development from given scenarios/statements:

- o Forming
- o Storming
- o Norming
- o Performing
- o Adjourning/Mourning

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

□ Describe/Explain/Discuss/Elaborate on the importance of team dynamic theories in improving team performance e.g., allocating tasks according to the roles of team members.



stages of team development

Forming	Storming	Norming	Performing	Adjourning/Mourning
<ul style="list-style-type: none">Individuals gather information and impressions about each otherTeams are comfortable and polite with each other during this stagePeople focus on being busy with routines, such as team organisation	<ul style="list-style-type: none">Teams go through a period of unease after formationDifferent ideas from team members will compete for considerationTension may occur and there may be power struggles for the position of team leader	<ul style="list-style-type: none">Team members come to an agreement and reach consensus.Roles and responsibilities are clear and acceptedProcesses/working style and respect develop amongst members	<ul style="list-style-type: none">Team members are aware of strategies and aims of the teamThey have direction without interference from the leaderProcesses and structures are set	<ul style="list-style-type: none">The focus is on the completion of the task/ending the projectBreaking up the team may be traumatic for some team membersAll tasks need to be completed before the team finally dissolves



NOTE: You must be able to identify the stages of team development from given scenarios/statements

The importance of team dynamic theories

- Team dynamic theories explain how effective teams work
- Businesses can allocate tasks according to the roles of team members
- Team members can maximise performance as tasks are allocated according to their skills
- Team members with similar strengths may compete for team tasks
- Theories assist team leaders to understand the personality types of team members to assign tasks more effectively
- Conflict may be minimised when team members perform different roles.

PAPER 2: BUSINESS ROLES

TOPIC: TEAM PERFORMANCE ASSESSMENT AND CONFLICT MANAGEMENT

WHAT YOU MUST KNOW: CONFLICT RESOLUTION

- Outline/Explain/Describe/Discuss causes of conflict in the workplace.
 - Identify causes of conflict from given scenarios/statements
 - Explain/Advise businesses on how they should handle conflict in the workplace (Conflict resolution steps/techniques)
- ### DEALING WITH GRIEVANCES AND DIFFICULT PEOPLE/PERSONALITIES
- Differentiate between grievance and conflict.
 - Explain/Discuss the correct procedures to deal with grievances in the workplace.



CONFLICT RESOLUTION

Causes of conflict in the workplace

- Lack of proper communication between management and workers
- Ignoring rules may result in disagreements and conflict
- Different values or levels of skills of managers and workers
- Lack of recognition for good work
- Lack of employee development may increase frustration levels
- Unfair disciplinary procedures, e.g. favouritism/nepotism
- Leadership styles used, e.g. autocratic managers may not consider worker inputs
- Unrealistic deadlines lead to stress resulting in conflict
- Constant changes may cause instability
- Lack of clarity regarding employees' roles and responsibilities



You must identify causes of conflict from given scenarios/statements

Handle conflict in the workplace (Conflict resolution steps/techniques)

- Acknowledge that there is conflict in the workplace
- Identify the cause of the conflict
- Arrange pre-negotiations where workers can state their case separately
- Arrange a meeting between conflicting parties
- Each party can express his/her own opinions
- Analyse the cause (s) of conflict by breaking it down into different parts
- Brainstorm possible ways of resolving the conflict
- Select and implement the best solution.
- Monitor progress to ensure that the conflict has been resolved.



Do not confuse the conflict resolution steps with the grievance

Procedures to deal with grievances in the workplace

- state the problem to the supervisor verbally
- The supervisor listens, investigates the problem and suggests solutions.
- If the person is not satisfied with the suggested solution, submit a formal written complaint to the next level of management.
- The next level of management investigates the problem further, suggests a solution and makes a recommendation.
- If happy with the solution the grievance is solved.
- If not satisfied, he must declare a dispute and the matter will be referred for mediation and arbitration to the CCMA/Labour court.

Differentiate between grievance and conflict

Grievance	Conflict
<ul style="list-style-type: none">• When an employee is unhappy in the workplace• It is when an individual has a work-related issue• Examples that can cause a grievance: Discrimination, unfair treatment, poor working conditions	<ul style="list-style-type: none">• Clash of opinions in the workplace• Disagreement between two or more parties in the workplace• Examples that can cause conflict: Lack of trust, personality clashes, different values

PAPER 2: BUSINESS ROLES

TOPIC: TEAM PERFORMANCE ASSESSMENT AND CONFLICT MANAGEMENT

WHAT YOU MUST KNOW:

DEALING WITH GRIEVANCES AND DIFFICULT PEOPLE/PERSONALITIES

□ Identify/Name the following difficult people/personalities from given scenarios/statements:

- o Complainer
- o Indecisive
- o Over-agree
- o Negativity
- o Expert
- o Quiet
- o Aggressive

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

□ Explain/Suggest different ways in which businesses can deal with difficult employees in the workplace.



TYPE OF PERSONALITY	STRATEGY TO DEAL WITH PERSONALITY
Complainer	<ul style="list-style-type: none">• Listen to complaints but do not acknowledge them• Interrupt the situation and move to the problem-solving process
Indecisive	<ul style="list-style-type: none">• Guide them through alternatives• Stay in control and emphasise the importance of deciding• Help them make the decision or solve the problem
Over-agree	<ul style="list-style-type: none">• Be firm and do not let them make promises that they cannot keep• Follow up on their actions
Negative	<ul style="list-style-type: none">• Be firm with them and do not let them draw the supervisor into their negativity• Listen to them but do not agree with them
Expert	<ul style="list-style-type: none">• Be firm and assertive• Do not accuse them of being incorrect• Know your facts
Quiet	<ul style="list-style-type: none">• Do not fill their silence with words• Wait for their response• Prompt them through the process so that they can give input• Restrict the time of the discussion
Aggressive	<ul style="list-style-type: none">• Allow them time to speak and blow off• Be firm but do not attack them• Do not allow them to be hostile towards others



You MUST identify difficult personalities from given scenarios/statements



Ways in which businesses can deal with difficult employees in the workplace

- Ask someone in authority for their input into the situation
- Identify the type of personality which is creating the problem
- Meet privately with difficult employees, so that there are no distractions from other employees
- Make intentions and reasons for action known, so that difficult person feels at ease
- A deadline should be set for improving bad behaviour
- Guidelines for improvement should be given
- Do not judge the person, but try to understand him
- Help difficult employees to be realistic about the task at hand
- Treat people with respect, irrespective of whether they are competent or not
- Provide appropriate support to address areas of weakness

PAPER 2: BUSINESS ROLES

Downloaded from Stanmorephysics.com

TOPIC: TEAM PERFORMANCE ASSESSMENT AND CONFLICT MANAGEMENT

Test your knowledge by doing the following practice questions:



Section B-type questions

4.7 Read the scenario below and answer the question that follows:

TEAM EXCEL (TE)

Team Excel is a high performing team that works on business practices. Team members have sound intra-team relations. They also pay attention to the needs of individual team members.

4.7.1 Quote TWO characteristics of successful team performance from the scenario above. (2)

4.7.2 Explain the performing stage as one of the stages of team performance. (4)

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

ZULU INCORPORATED (ZI)

Zulu Incorporated has a workforce that consists of some difficult employees. The management of ZI have spoken to these employees privately in order not to distract other employees. They have also provided guidelines on how employees can improve their behaviour.

4.7.1 Quote TWO ways from the scenario above in which ZI deals with difficult employees. (2)

4.7.2 Explain other ways in which ZI can deal with difficult employees in the workplace. (4)

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

DREAM TEAM (DT)

Dream Team is a group of computer science graduates who want to undertake a research project. They were comfortable with each other during their first meeting.

14.2.1. Identify the stage of team development that is applicable to the scenario above.

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

14.2.2. Discuss THREE other stages of team development. (9)

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

SHINING STARS (SS)

Lerato, Josiah and Gerry started a recycling project, known as Shining Stars. Josiah always questioned the other members' ideas and opinions as he wanted to be the team leader. The team members eventually reached an agreement and consensus on the way forward.

15.2.1. Identify the TWO stages of team development that were experienced by SS. Motivate your answer by quoting from the scenario above. (6)

Use the table below as a guide to answer QUESTION 15.2.1.

STAGES OF TEAM DEVELOPMENT	MOTIVATION

7.2. Identify the stage of team development applicable in EACH of the following statements:

7.2.1. Team members question each other's ideas and opinions. (2)

7.2.2. The team has direction without interference from leader. (2)

7.2.3. Team members are comfortable and learn more about each other. (2)

Section C-type question

QUESTION 19: NSC NOV 2019 (QUESTION 9)

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

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

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

PAPER 2: BUSINESS VENTURES

TOPIC: EXAM PRACTICE QUESTIONS

Test your knowledge by doing the following practice questions:



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

1.1.1 The dividend on ... shares is paid to shareholders at a fixed rate.

- A ordinary
- B bonus
- C preference
- D founders

1.1.2 Florance is always willing to learn and grow in his career. This is an example of ... in successful leadership.

- A entrepreneurial qualities
- B personal attitude
- C characteristics of leaders
- D personal behaviour

1.1.3 Maseng Enterprises invested R4 000 at 8% simple interest per year. They will receive an amount of ... as interest at the end of 18 months.

- A R489
- B R320
- C R380
- D R480

1.1.4 Businesses apply the ... technique when they distribute questionnaires to a panel of experts to find a solution for their business problem.

- A Force-field analysis
- B Delphi
- C Nominal group
- D Empty chair

1.1.5 The general manager of Super C Butchery gives orders to staff members and does not allow them to give any inputs with regard to decision-making. This leadership style is best described as ...

- A Leaders and followers
- B Autocratic
- C Transactional
- D Charismatic

(5x2) (10)

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

creativity; founders; reinstatement; RSA retail savings bonds; nominal group; preference; delphi; mutual fund/stokvel; premium; routine thoughts

1.2.1 The shareholders of ... shares are the last to be paid when the company is declared bankrupt.

1.2.2 A ... is an informal savings scheme to which a relatively small group of people contribute.

1.2.3 ... technique enable employees to come up with ideas on their own and then share it with their colleagues.

1.2.4 The ability to think of original and new ideas to solve problems refers to ...

1.2.5 ... is to place the insured in the same position as he/she was before the specified insured event.

(5x2)

COLUMN A	COLUMN B
1.3.1 Excess	A Issued as compensation for unpaid dividends.
1.3.2 Compulsory insurance	B Refers to the amount of interest earned based on the original amount invested, as well as interest earned in the preceding years
1.3.3 Debentures	C It is a stipulation whereby the insurer may replace lost/damaged property/goods instead of reimbursing
1.3.4 Bonus share	D Businesses must register with the Compensation Fund
1.3.5 Compound interest	E The insured is responsible for a fixed amount of the claim, when submitting a claim
	F Issued to raise borrowed capital from the public
	G They have a right to vote at the Annual General Meeting
	H Companies sell/issue portions of its ownership to the public
	I Refers to the amount of interest earned based on the original investment
	J Life insurance with Secure Insurance

BUSINESS VENTURES

4.1 Name FOUR factors that should be considered before making an investment decision.

4.2 Discuss the importance of insurance for businesses.

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

HIP 2BE SQAURE (H2B²)

H2B² has increased their client base. The management of H2B² has instructed the bank to manage their investment in a diverse portfolio managed by a specialist.

4.3.1 Identify the type of investment option that is applicable to the scenario above.

4.3.2 Discuss the advantages of the type of investment identified in QUESTION 4.3.1.

4.4 Identify the type of compulsory insurance applicable to EACH statement below.

4.4.1 Dean broke his leg when his car collided with another car, and he is demanding compensation.

4.4.2 Zach lost his job due to retrenchment and he is claiming compensation from the Department of Labour.

QUESTION 2: BUSINESS VENTURES

2.1 State any FOUR examples of non-insurable risks.

2.2 Outline the functions of the Johannesburg Securities Exchange (JSE).

2.3 Identify the leadership theory applied by John to manage his employees in EACH statement below

2.3.1 John uses different leadership styles in different circumstances.

2.3.2 He encourages his employees to be creative and explore new ways of doing things.

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

TURU TRADERS (TT)

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

2.4.1 Name the insurance clause that is applicable to TT in the scenario above.

2.4.2 Calculate the amount that Turu Traders should receive as compensation from the insurer. Show ALL workings.

2.5 Distinguish the difference between *insurance* and *assurance*.

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

RUPERT LIMITED (RL)

Rupert Limited offers different types of preference shares to shareholders. Some shareholders bought shares that will not allow them to receive past dividends. Others chose shares that allowed them to share in the surplus profit of the business.

Identify TWO types of preference shares offered by RL. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.6

TYPE OF PREFERENCE SHARE	MOTIVATIONS
1.	
2.	

2.7 Discuss any TWO principles of insurance.

2.8 Suggest situations in which the transactional leadership style can be applied in the workplace.

QUESTION 5: BUSINESS VENTURES (MANAGEMENT AND LEADERSHIP)

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

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


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

[40]



Do's and Dont's for the Business studies paper



- You MUST answer **all 4 questions** in the paper.
- **In scenarios**, make sure to quote in full/correctly. Don't make up your own words! "Copy and Paste" as is from the question paper.
- The **cognitive verb level** of the question determines the nature/length of your answer.(Pay attention to **the verbs and mark allocation** to guide the length of your answer)
- You MUST NEVER leave out the long question.
 - Get easy marks by WRITING the word INTRODUCTION- WITH TWO SHORT SENTENCES (e.g, State why the topic at hand is important/give a short definition if the definition is not part of the 4 "bullets" in the question.
 - Rewrite the four bullets as headings for the essay, to get an analysis point
 - Write the word CONCLUSION with one closing sentence, here you can say something like how the topic contributes to success/benefits of the business/why is it important (What, why, how may be considered as a guide)
- **ABOVE ALL: REMEMBER THAT YOU, YES YOU**  **CAN HIT BUSNIS DIZNIS!!**
SO, STUDY, STUDY AND ENJOY THE RACE TO SUCCESS!

Compiled by: R Dreyer-Albanie for
the CWED
Acknowledgements: DBE
CSNOW PLC