



kzn education

Department:
Education
KWAZULU-NATAL

GRADE 11

BUSINESS STUDIES

PAPER 1

NOVEMBER 2024

MARKS: 150

TIME : 2 Hours

This paper consist of 10 pages only.

INSTRUCTIONS TO CANDIDATES

Read the following instructions carefully before answering the questions.



1. This question paper consists of **THREE** sections and covers all main topics.

SECTION A: COMPULSORY

SECTION B: Consists of **THREE** questions.

Answer any **TWO** of the **THREE** questions in this section.

SECTION C: Consists of **TWO** questions.

Answer any **ONE** of the two questions in this section.

2. Read the instructions for each question carefully and take particular note of what is required.
3. Number the answers carefully according to the numbering system used in this question paper. No marks will be awarded for answers that are numbered incorrectly.
4. Except where other instructions are given, answers must be written in full sentences.
5. Use the mark allocation and nature of each question to determine the length and depth of an answer.
6. Use the table below as guide for mark and time allocation when answering each question.

SECTION	QUESTION	MARKS	TIME
A: Objective-type questions COMPULSORY	1	30	20 minutes
	2	40	35 minutes
	3	40	35 minutes
	4	40	35 minutes
C: TWO essay-type questions CHOICE (Answer any ONE.)	5	40	30 minutes
	6	40	30 minutes
	TOTAL	150	120 minutes

7. Begin the answer to **EACH** question on a **NEW** page, for example QUESTION 1 – new page, QUESTION 2 – new page, et cetera.

SECTION A (COMPULSORY)

QUESTION 1

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

1.1.1 The impact of ... on businesses as a socio-economic issue may lead to employees having to repeat a work task.

- A ethical misconduct
- B economic crime
- C exhaustion of natural resources
- D lack of skills

1.1.2 Freedom Bank operates in the ... sector as they specialise in offering banking services.

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

1.1.3 The component of the marketing communication policy that is not paid for by the business, is known as ...

- A publicity.
- B advertising.
- C sales promotion.
- D personal selling.

1.1.4 Fred Juices use ... during production planning to work out the time needed for performing of each task in their production system.

- A planning
- B routing
- C scheduling
- D loading

1.1.5 The purpose of a/an ... is to determine the candidate's suitability for a position based on their skill, experience and qualification.

- A induction programme
- B employment contract
- C recruitment process
- D interview

(5 x 2) (10)

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

psychographics; full; external; go-slow; intermediaries;
demographics; strike; internal; no; suppliers

1.2.1 The statistics of the population such as gender, age, race and level of education, is known as

1.2.2 Kebu Logistics has control over the economic environment.

1.2.3 Employees participate in a when they deliberately delayed their productivity at work.

1.2.4 The middlemen that act as negotiators between producers and the consumer are known as

1.2.5 Floor Trading used recruitment when advertising the vacancy of store manager in the local newspaper.

(5 x 2) (10)



1.3 Choose a description from COLUMN B that matches a term in COLUMN A.

Write only the letter (A–J) next to the question numbers (1.3.1 to 1.3.5) in the ANSWER BOOK, for example 1.3.6 K.

COLUMN A		COLUMN B
1.3.1	Customers	A the process of classifying agricultural products into categories according to their quality
1.3.2	Difficult employees	B involves any adjustments made to the planning process
1.3.3	Standardisation	C the new employee's skills are matched with the requirements of the position
1.3.4	Corrective action	D component of the market environment
1.3.5	Placement	E employees that often compete for promotions
		F the new employee is introduced to their new workplace environment
		G component of the macro environment
		H involves the checking of the quality of the production process and the final product
		I the process of ensuring that all goods produced are of equal quality
		J employees that often complain about work systems

(5 x 2) (10)

TOTAL SECTION A: 30 SECTION B

SECTION B

Answer ANY TWO questions in this section.

NOTE: Clearly indicate the QUESTION NUMBER of each question that you choose. The answer to EACH question must start on a NEW page, e.g. QUESTION 2 on a new page, QUESTION 3 on a NEW page.

QUESTION 2: BUSINESS ENVIRONMENTS

2.1 Name any THREE components of the micro environment. (3)

2.2 Briefly outline the functions of trade unions. (6)

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

ULNA TRADERS (UT)

The management at Ulna Traders is desperately trying to control its environment and the behaviour of other businesses by forming power relationships. They gained valuable advice from powerful influential people after inviting them to be part of their board of directors.

2.3.1 Identify the way UT had formed a power relationship in the scenario above. (2)

2.3.2 Describe ONE other way in which businesses can form a power relationship. (3)

2.4 Explain the negative impact of strikes as a socio-economic issue on businesses. (6)

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

KUHLE FOODS (KF)

Kuhle Foods is experiencing many challenges. They are struggling to find a reliable provider of vegetables. The management of KF do not have a clear plan of where the business is going. Two other food retailers have also opened in the same area.

2.5.1 Quote TWO challenges of the market environment for KF in the scenario above. (2)

2.5.2 Explain ways in which businesses can overcome competition in the market. (6)

2.6 Discuss the relationship between the primary, secondary and tertiary sectors. (6)

- 2.7 Suggest ways in which businesses can have a direct influence on the environment. (6)
- [40]

QUESTION 3: BUSINESS OPERATIONS

- 3.1 Name any FOUR sources of external recruitment. (4)
- 3.2 Outline the placement procedure as a human resources activity. (4)
- 3.3 Read the scenario below and answer the questions that follow.

KHULA CHICKEN FARM (KCF)

Khula Chicken Farm is looking for an experienced supervisor to fill a vacant position. They conducted preliminary interviews as there were many applicants. KCF gave a written offer for the job to the successful candidate.

- 3.3.1 Quote TWO steps of the selection procedure from the scenario above. (2)
- 3.3.2 Explain other steps in the selection procedure. (6)
- 3.4 Discuss the impact of fringe benefits on businesses. (6)
- 3.5 Outline the differences between TWO salary determination methods. (6)
- 3.6 Read the scenario below and answer the question that follows.

VASHNI LIMITED (VL)

Vashni Limited uses aggressive advertising campaigns to increase their customer base. Jabu, the senior manager, draws up budgets to ensure accurate application of monetary resources.

- 3.6.1 Identify TWO business functions that are applicable to VL.
Motivate your answer by quoting from the scenario above.
Use the table below as a GUIDE to answer QUESTION 3.6.1.

BUSINESS FUNCTIONS	MOTIVATIONS
1.	
2.	

- 3.7 Discuss the the role of the interviewer before the interview. (6)
- [40]

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS ENVIRONMENTS

4.1 State any TWO challenges in the macro environment. (2)

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

ZALO ENTERPRISE (ZE)

Zalo Enterprise sells a variety of products to different customers. ZE always receives stock late from Smart Wholesalers. The management of ZE has difficulty in dealing with unproductive employees.

Use the table below as a GUIDE to answer QUESTIONS 4.2.1 to 4.2.3.

CHALLENGES 4.2.1	BUSINESS ENVIRONMENTS 4.2.2	EXTENT OF CONTROL 4.2.3
1.		
2.		

4.2.1 Quote TWO challenges for ZE from the scenario above. (2)

4.2.2 Classify ZE's challenges according to the business environments. (2)

4.2.3 State the extent of control that ZE has over EACH business environment named in QUESTION 4.2.2. (2)

4.3 Read the scenario below and answer the question that follows.

SOLAR DRONES (SD)

Solar Drones developed a drone that is operated with solar power and no batteries need to be replaced. SD was worried that other businesses would copy their design, so they registered their new invention. They also used a very special symbol of a glowing sun to enable customers to identify their drones.

4.3.1 Identify TWO solutions to piracy implemented by SD.
Motivate your answer by quoting from the scenario above.
Use the table below as a GUIDE to answer QUESTION 4.3.1.

SOLUTIONS TO PIRACY	MOTIVATIONS
1.	
2.	

(6)

4.4 Explain the purpose of the Labour Relations Act (LRA), 1995 (Act 66 of 1995). (6)

BUSINESS OPERATIONS

4.5 Give any TWO examples of fringe benefits. (2)

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

FOURIE LOGISTICS (FL)

Fourie Logistics developed an induction programme that will be used to orientate new employees. The management of FL took their employees on a tour of the premises. They also highlighted all the necessary safety regulations and rules.

4.6.1 Quote TWO aspects of the induction programme from the scenario above. (2)

4.6.2 Discuss the benefits of induction for businesses. (6)

4.7 Explain the difference between *quality assurance* and *quality control*. (4)

4.8 Outline the reasons for the termination of an employment contract. (6)

[40]

TOTAL SECTION B: 80

SECTION C

Answer ANY ONE question in this section.

NOTE: Clearly indicate the QUESTION NUMBER of the chosen question. The answer to the question must start on a NEW page, e.g. QUESTION 5 on a NEW page or QUESTION 6 on a NEW page.

QUESTION 5: BUSINESS ENVIRONMENTS (ADAPTING TO CHALLENGES OF THE BUSINESS ENVIRONMENT)

Businesses use networking and lobbying to meet their specific needs and activities. Successful businesses have the ability to adapt to the many challenges that their businesses face. Businesses should undertake projects that can benefit their community due to the benefits of these projects for businesses and the community.

Write an essay on adapting to challenges of the business environment in which you include the following aspects:

- Outline the advantages of networking.
- Explain the following types of lobbying:
 - Hedging against inflation
 - Bargaining sessions between management and unions
- Discuss any THREE ways in which businesses can adapt to challenges of the business environments.
- Recommend projects that can be undertaken by businesses as part of social responsibility.

[40]

QUESTION 6: BUSINESS OPERATIONS (HUMAN RESOURCES FUNCTION)

The human resources manager is responsible for compiling the job description and job specification. Suitable candidates can be recruited internally using various recruitment sources. The interviewees should be familiar with their role during the interview. Businesses must ensure that the employment contract complies with the legal requirements of employment.

Write an essay on the human resources function in which you include the following human resources activities:

- Outline the differences between *job description* and *job specification*.
- Discuss the impact of internal recruitment on a business.
- Explain the role of the interviewee during the interview.
- Advise businesses on the legal requirements of the employment contract.

[40]

TOTAL SECTION C: 40
GRAND TOTAL: 150



kzn education

Department:
Education
KWAZULU-NATAL

GRADE 11

BUSINESS STUDIES PAPER 1

NOVEMBER 2024

MARKING GUIDELINES

Stanmorephysics.com

MARKS: 150

This paper consist of 25 pages only.

SECTION A

QUESTION 1

1.1

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

(5 x 2) (10)

1.2

- 1.2.1 demographics ✓✓
- 1.2.2 no ✓✓
- 1.2.3 go-slow ✓✓
- 1.2.4 intermediaries ✓✓
- 1.2.5 external ✓✓

(5 x 2) (10)

1.3

- 1.3.1 D ✓✓
- 1.3.2 J ✓✓
- 1.3.3 I ✓✓
- 1.3.4 B ✓✓
- 1.3.5 C ✓✓

(5 x 2) (10)

TOTAL SECTION A: 30

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

SECTION B

Mark the answers to the **FIRST TWO** questions only.

QUESTION 2: BUSINESS ENVIRONMENTS

2.1 Components of the micro environment

- Vision, mission statement, goals and objectives ✓
- Organisational structure ✓
- Organisational resources ✓
- Organisational culture ✓
- Management and leadership ✓
- Eight business functions ✓

NOTE: Mark the first THREE (3) only.

(3 x 1) (3)

2.2 Functions of trade unions

- Protecting their members against unfair labour practices in the workplace. ✓✓
- Empowering employees by educating them regarding their rights in the workplace and how to apply these rights. ✓✓
- Representing employees in meetings with their employers when they face workplace grievances and disputes./Representing employees corporately and individually. ✓✓
- Negotiating/Influencing management for better working conditions, salary or wages and other benefits to improve the standard of living for workers./Improving the material benefits of their members. ✓✓
- Protecting employees against from unfair dismissals and labour practices. ✓✓
- Taking legal action on behalf of their members when necessary. ✓✓
- Protecting/Advancing the interest of workers. ✓✓
- Representing the interest of general society and minority groups through media and negotiations. ✓✓
- Influencing government decisions. ✓✓
- Providing legal and financial advice. ✓✓
- Providing benefits and educational facilities to its members. ✓✓
- Supporting and promoting gender equality in the workplace. ✓✓
- Protecting members in times of retrenchments and disciplinary hearings. ✓✓ - Protecting the interest of their members during disciplinary procedures. ✓✓
- Any other relevant answer related to the functions of trade unions.

Max. (6)

2.3 Ways businesses can form power relationships



2.3.1 Way business formed power relationship from the scenario

Persuasion of large investors √√

(2)

2.3.2 ONE other way businesses can form power relationships

Strategic alliance/Partnership agreements √√

- Businesses form partnership agreements in order to benefit from 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 in which they complement each other. √
- Any other relevant answer related to strategic alliance/partnership agreements as a way businesses can form power relationships.

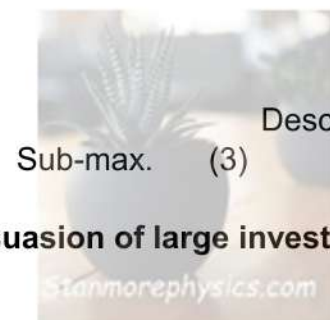
Way (2)

Description (1)

Sub-max. (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 as a way businesses can form power relationships.



Way (2)

Description (1)

Sub-max. (3)

NOTE:

1. Mark the first ONE (1) only.

2. Do not award marks for 'persuasion of large investors'.

Max. (3)

2.4 Negative impact of strikes as a socio-economic issue on businesses

- Strike actions have a potential of jeopardising √ relations. √/May lead to an unhealthy relationship √ between the employer/management and employees. √
- It can also affect teamwork in the workplace √ in instances where not all workers are in support of such industrial action. √
- Businesses suffer financial losses / √ due to low levels of productivity and consumer confidence is adversely affected. √



- Strike actions may lead to production losses ✓ and decline in sales/economic growth. ✓
- Businesses may be forced to close down operations ✓ after strike actions. ✓
- May force businesses to retrench some of its skilled workers ✓ to recover from losses. ✓
- Looting, destruction of business property/infrastructure ✓ and intimidation of non-striking workers. ✓
- Employees can lose their pay ✓ with the 'no work no pay' rule applied by the business. ✓
- Businesses has to hire employees to replace striking workers ✓ and increases the training costs of new employees. ✓
- Businesses may lose market shares/customers to competitors ✓ during the period of a strike. ✓
- The image/reputation of the business ✓ might be damaged. ✓/Scares off potential investors. ✓
- The supplies of goods and services ✓ are interrupted. ✓
- Prices sometimes increase ✓ to offset the costs incurred by the strike. ✓
- Any other relevant answer related to the negative impact of strikes as a socio-economic issue on businesses.

Max. (6)

2.5 Challenges of the business environment

2.5.1 Challenges of the market environment from the scenario

- KF is struggling to find a reliable provider of vegetables. ✓
- Two other food retailers have also opened in the same area. ✓

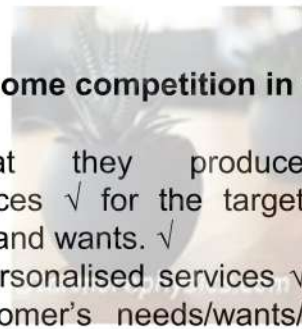
NOTE: 1. Mark the first TWO (2) only.

2. Only award marks for responses that are quoted from the scenario.

(2 x 1) (2)

2.5.2 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 to satisfy the customer needs and wants. ✓
- Businesses need to provide more personalised services ✓ by being responsive to their customer's needs/wants/expectations. ✓
- Goods/services must be priced lower ✓ than competitor's goods/services in the market. ✓
- Businesses must produce/sell high-quality/new 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 service ✓ and ensuring client satisfaction. ✓
- Businesses must create a positive image/outlook ✓ by regularly renovating their premises and improving their systems. ✓
- Businesses must undertake good marketing campaigns ✓ by using promotional ideas such as posters or campaigns on social media that will draw the attention of the target market. ✓
- Businesses must offer low-cost extras ✓ such as improved credit terms and loyalty schemes. ✓
- Businesses must ensure that they have well-trained/knowledgeable and dedicated employees ✓ that create a better working atmosphere. ✓
- Keeping up with developments in the business sector, ✓ following consumer trends/investing in new technology. ✓
- Any other relevant answer related to ways in which businesses can overcome competition in the market.

Max. (6)

2.6 2.6.1

Relationship between the primary, secondary and tertiary sector

- The primary, secondary and tertiary sectors all work together ✓ to create an economic chain of production. ✓
- The primary sector extracts raw materials, ✓ after which the secondary sector transforms/processes the raw materials into products. ✓
- The secondary sector depends on the primary sector ✓ for raw materials and products. ✓
- 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 primary sector depends on the secondary sector ✓ for manufactured goods such as machinery/equipment/fertilisers. ✓
- The primary sector is dependent on the tertiary sector ✓ for its customer needs. ✓
- The primary sector depends on others in the primary sector ✓ for raw materials/feed e.g. a farmer may require seeds from another farm. ✓
- The secondary sector depends on other secondary industries ✓ for manufactured products needed to be used in the manufacturing of their product. ✓
- 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. ✓

- Any other relevant answer related to the link between the primary, secondary and tertiary sector.

Max. (6)

2.7 Ways in which businesses 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. ✓✓
- Influencing their suppliers by signing long term contracts for their raw materials at fixed prices. ✓✓
- Influencing their customer base by creating new uses for a product, taking customers away from competitors, finding new customers and convincing them they need the new product. ✓✓
- Influencing regulators through lobbying and bargaining and can influence their owners using information contained in annual reports. ✓✓
- Initiating bargaining sessions between management and unions. ✓✓
- Influencing their owners using information contained in annual reports. ✓✓
- Negotiate strategic alliance agreement through contractual processes. ✓✓
- Any other relevant answer related to ways in which businesses can have a direct influence on the environment.

Max. (6)
[40]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	3
2.2	6
2.3.1	2
2.3.2	3
2.4	6
2.5.1	2
2.5.2	6
2.6	6
2.7	6
TOTAL	40

QUESTION 3: BUSINESS OPERATIONS

3.1 Sources of external recruitment

- Recruitment agencies✓
- Bill boards ✓
- Printed media such as newspapers/flyers/pamphlets/magazines/posters/ government gazette✓
- Electronic media such as radio/Internet/TV ✓ - Social media/Social networks/Business websites✓
- Walk-ins✓
- Head hunting✓
- Professional associations✓
- Networking✓
- Educational/Training institutions✓
- Word-of-mouth ✓
- Any other relevant answer related to sources of external recruitment.

NOTE: Mark the first TWO (2) only.

(4 x 1) (4)

3.2 Placement procedure

- Businesses should outline the specific responsibilities of the new✓✓ position, including the expectations/skills required for this position✓✓. ✓✓
- Determine the successful candidate's ✓✓ strengths/weaknesses/interests/skills by subjecting him/her to a range of psychometric tests. ✓✓
- Determine the relationship between the position and the competencies of the new candidate. ✓✓
- **Any other relevant answer related to the placement procedure as a human resource activity.**

Max (4)

3.3 Selection procedure

3.3.1 Selection procedure from the scenario

- They conducted preliminary interviews as there were many applicants. ✓
- KCF gave a written offer for the job to the successful candidate.

✓ **NOTE 1. Mark the first TWO (2) only.**

2. Only award marks for responses that are quoted from the scenario.

(2 x 1) (2)

3.3.2 Other steps in the selection procedure

OPTION 1

- Determine fair assessment criteria✓ on which selection will be based. ✓
- Receive the application forms/curriculum vitae✓ and certified copies of personal documents/IDs/proof of qualifications. ✓
- Sort the received documents/CVs✓ according to the assessment/selection criteria. ✓
- Screen/Determine which applications meet the minimum job requirements✓ and separate these from the rest. ✓
- Reference checks should be made✓ to verify the content of CVs such as contacting previous employers to check on their work experience. ✓
- Compile a shortlist✓ of potential candidate's identified. ✓
- Shortlisted candidates may be subjected✓ to various types of selection tests such as skills tests. ✓
- Invite shortlisted candidates✓ for an interview. ✓
- Inform unsuccessful applicants✓ about the outcome of their application✓/Some adverts indicate the deadline✓ for informing only successful candidates. ✓
- Any other relevant answer related to other steps in the selection procedure.

OR OPTION 2

- Receive documentation✓ such as 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. ✓
- Assess/Test candidates who have applied for senior positions✓ to ensure the best candidate is chosen. ✓
- Conduct interviews✓ with shortlisted candidates. ✓
- Any other relevant answer related to other steps in the selection procedure.

NOTE: 1. The procedure may be in any order.

2. Do not award marks for responses that are quoted from the scenario in QUESTION 3.3.1.

Max (6)

3.4 Impact of fringe benefits

Positives/Advantages

- Attractive fringe benefit packages✓ may result in higher employee retention/reduces employee turnover. ✓
- Attracts qualified/skilled/experienced employees✓ who may positively contribute towards the business goals/objectives. ✓
- Improves productivity✓ resulting in higher profitability. ✓
- It increases employee satisfaction/loyalty✓ as they may be willing to go the extra mile. ✓
- Businesses save money✓ as benefits are tax deductible. ✓
- Fringe benefits can be used as leverage✓ for salary negotiations. ✓

- Any other relevant answer related to the positive impact/advantages of fringe benefits on businesses.

AND/OR



Negatives/Disadvantages

- Businesses which cannot offer fringe benefits√ fails to attract skilled workers. √
- Businesses which offer employees different benefit plans√ may create resentment√/Employees who receive less benefit may not be motivated√ resulting in lower productivity. √
- It can create conflict/lead to corruption√ if allocated unfairly. √
- Fringe benefits are additional costs√ that may result in cash flow problems. √
- Decreases business profits, √ as incentive/package/remuneration costs are higher. √
- Administrative costs increase√ as benefits need to be correctly recorded for tax purposes. √
- Workers only stay with the business for fringe benefits, √ and may not be committed/loyal to the tasks/business. √
- Businesses have to pay advisors/attorneys√ to help them create benefit plans that comply with legislation. √
- Errors in benefit plans√ may lead to costly lawsuits/regulatory fines. √
- Any other relevant answer related to the negative impact/disadvantages of fringe benefits on businesses.

Max (6)

3.5 Difference between *piecemeal* and *time-related salary determination*

PIECEMEAL √√	TIME-RELATED √√
- Workers are paid according to the number of items/units produced / action performed. √	Workers are paid according to the amount of time/hours they spend at work/on a task. √
- Workers are not remunerated for the number of hours worked, regardless of how long it takes them to make the items. √	- Workers with the same experience/ qualifications are paid on salary scales regardless of the amount of work done. √
- Mostly used in factories particularly in the textile/ technology industries. √	- Many private and public sector businesses use this method. √
- Any other relevant answer related to piecemeal as a salary determination method.	Any other relevant answer related to time-related as a salary determination method.

Sub-max. (2)	Sub-max. (2)
--------------	--------------

- NOTE:**
1. The answer does not have to be in tabular format.
 2. The difference does not have to link, but must be clear.
 3. Award a maximum of TWO (2) heading marks if the difference is not clear/Mark either piecemeal or time-related salary determination methods only.

Max. (6)

3.6

3.6.1 Business functions from the scenario

BUSINESS FUNCTIONS	MOTIVATIONS
1. Marketing function✓✓	Vashni Limited uses aggressive advertising campaigns to increase their customer base. ✓
2. Financial function✓✓	Jabu, the senior manager, draws up budgets to ensure accurate application of monetary resources. ✓
Submax (4)	Submax (2)

- NOTE:**
1. Mark the first TWO (2) only.
 2. The answer does not have to be in tabular format.
 3. Award marks for the business functions even if the motivations were incomplete.
 4. Do not award marks for the motivations if the business functions were incorrectly identified.

Max (6)

3.7 Role of the interviewer 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. ✓
- Any other relevant answer related to role of the interviewer before the interview.

Max (6)



BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2	4
3.3.1	2
3.3.2	6
3.4	6
3.5	6
3.6	6
3.7	6
TOTAL	40

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS ENVIRONMENTS

BUSINESS ENVIRONMENTS

4.1 Challenges of the macro environment

- Changes in income levels ✓
- Political changes ✓
- Contemporary legal legislation ✓
- Labour restrictions ✓
- Micro-lending ✓
- Globalisation/international challenges ✓
- Social values and demographics ✓
- Socio-economic issues ✓

NOTE: Mark the first TWO (2) only.

(2 x 1) (2)

4.2 Challenges of business environments and the extent of control

CHALLENGES 4.2.1	BUSINESS ENVIRONMENTS 4.2.2	EXTENT OF CONTROL 4.2.3
1. ZE always receives stock late from Smart Wholesalers. ✓	Market✓	Partial/Some/Limited/Less/Little control✓
2. The management of ZE has difficulty in dealing with unproductive employees. ✓	Micro✓	Full control✓
Max (2)	Max (2)	Max (2)

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.

4.3.1 Solutions to piracy from the scenario

SOLUTIONS TO PIRACY	MOTIVATIONS
1. Patent ✓✓	SD was worried that other business would copy their design so they registered their new invention. ✓
2. Trademark ✓✓	They also used a very special symbol of a glowing sun to enable customer to identify their drones. ✓
Sub-max. (4)	Sub-max. (2)

- NOTE:**
1. Mark the first TWO (2) only.
 2. The answer does not have to be in tabular format.
 3. Award marks for the solutions to piracy even if the motivation were incomplete.
 4. Do not award marks for the motivations if the solutions to piracy were incorrectly identified.

Max. (6)

4.4 Purpose of the Labour Relations Act/LRA

- Provide a framework/structure for governing the labour relations ✓ between employer and employees. ✓
- Regulates the rights of trade unions and facilitates ✓ collective bargaining processes to take place in the workplace. ✓
- Encourages the establishment of workplace forums ✓ where employees may participate in decision-making. ✓
- Encourages fair labour practice ✓ between the employer and employees. ✓
- Makes provision for the establishment of the Labour Courts and Labour Appeal Courts ✓ to deal with labour issues. ✓
- Establishes the Commission for Conciliation, Mediation and Arbitration (CCMA) to resolve labour disputes ✓ through statutory conciliation, mediation and arbitration. ✓
- 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 decisionmaking in the workplace. ✓
- Provides simple procedures ✓ for the registration of trade unions and employers' organisations. ✓
- Regulates the effectiveness of bargaining councils ✓ and statutory councils. ✓
- Endorses the right to strike against retrenchments, ✓ and facilitates labour disputes. ✓
- Clarifies the transfer ✓ of contracts of employment procedures. ✓
- Deals with ✓ strikes and lockouts and workplace forums.
- Establishes workplace forums to promote ✓ the interest of all employees in the workplace whether they belong to the trade union or not. ✓
- Advances economic development/social justice/labour peace ✓ to ensure the workplace maintain the basic rights of employees. ✓
- Any other relevant answer related to the purpose of the Labour Relations Act.

BUSINESS OPERATIONS

4.5 Examples of fringe benefits

- Pension fund ✓
- Medical aid fund/Health insurance fund ✓
- Funeral benefit ✓
- Provident fund ✓
- Car/Travel/Housing/Cell phone/Clothing allowances ✓
- Performance based incentives ✓
- Issuing of bonus shares ✓
- Staff discount/Free or low cost meal/Canteen facilities ✓ - Any other relevant examples of fringe benefits.

NOTE: Mark the first TWO (2) only.

(2 x 1) (2)

4.6 Induction

4.6.1 Aspects of the induction programme from the scenario

- The management of FL took their employees on a tour of the premises. ✓
- They also highlighted all the necessary safety regulations and rules. ✓

✓ **NOTE: 1 Mark the first TWO (2) only.**

2 Only award marks for responses that are quoted from the scenario.

(2 x 1) (2)

4.6.2 Benefits of induction for businesses

- Allows new employees to settle in quickly ✓ and work effectively. ✓
- Ensures that new employees understand the rules ✓ and restrictions in the business. ✓
- New employees may establish relationships ✓ with fellow employees at different levels. ✓



- Make new employees feel at ease in the workplace, ✓ which reduces anxiety/ insecurity/fear. ✓
- The results obtained during the induction process ✓ provide a base for focussed training. ✓
- Increases quality of performance/productivity ✓ as employees are familiar with the work processes. ✓
- Minimises the need for on-going training ✓ and development. ✓
- Employees will be familiar with organisational structures ✓ such as their supervisors/low level managers. ✓
- Opportunities are created for new employees ✓ to experience/explore different departments. ✓
- New employees will understand their role/responsibilities ✓ concerning safety regulations and rules. ✓
- New employees will know the layout of the building/factory/offices, ✓ which saves production time. ✓
- Learn more about the business so that new employees understand their roles/ responsibilities ✓ in order to be more efficient. ✓
- Company policies are communicated, ✓ regarding conduct and procedures/safety and security/employment contract/conditions of employment/ working hours/leave. ✓
- Realistic expectations for new employees ✓ as well as the business are created. ✓
- New employees may feel part of the team ✓ resulting in positive morale and motivation. ✓
- Employees may have a better understanding of business policies ✓ regarding ethical/professional conduct/procedures/CSR. ✓
- Reduces the staff turnover ✓ as new employees have been inducted properly. ✓ - Any other relevant answer related to the benefits of induction for businesses.

Max (6)

Differences between quality control and quality assurance

QUALITY CONTROL	QUALITY ASSURANCE
- System that ensures the desired quality is met by inspecting the final product. ✓✓	- Checks carried out during and after the production process. ✓✓
- Ensure that finished products meet the required standards. ✓✓	- Ensure that required standards have been met at every stage of the process. ✓✓
- Process of ensuring that products are consistently manufactured to high standards. ✓✓	- Processes put in place to ensure that the quality of products/services/ systems adhere to pre-set standards with minimal defects/delays/shortcomings. ✓✓
- Checking raw materials/employees/ machinery/workmanship/products to ensure that high standards are maintained. ✓✓	- Ensuring that every process is aimed to get the product 'right the first time' and prevent mistakes from happening. ✓✓

- Includes setting targets/measuring performance and taking corrective measures. √√	- The 'building in' of quality as opposed to 'checking of' quality. √√
- Any other relevant answer related to quality control.	- Any other relevant answer related to quality assurance.
Submax (2)	Submax (2)

- 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 a maximum of FOUR (2) marks if the differences are not clear/Mark either quality control or quality assurance only.

Max (4)

4.8 Reasons for the termination of an employment contract

- The employer may dismiss an employee for a valid reason(s), such as unsatisfactory job performance/misconduct. √√
- Employer may no longer have work for redundant employees/cannot fulfil the contract/is restructuring. √√
- The employer may retrench some employees due to insolvency/may not be able to pay the employees. √√
- Employees decided to leave/resign voluntarily for better job opportunities. √√
- An employee may have reached the pre-determined age for retirement. √√
- Incapacity to work due to illness/injuries. √√
- By a mutual agreement between the employer and employee. √√
- The duration of the employment contract expires/comes to an end. √√
- Any other relevant answer related to the reasons for the termination of an employment contract.

Max (6)

[40]

QUESTION 4	MARKS
4.1	2
4.2	6
4.3.1	6
4.4	6
4.5	2
4.6.1	2
4.6.2	6
4.7	4
4.8	6
TOTAL	40

SECTION C

Mark the answers to the **FIRST** question only.

QUESTION 5: BUSINESS ENVIRONMENTS (ADAPTING TO CHALLENGES OF THE BUSINESS ENVIRONMENT)

5.1 Introduction

- Networking refers to a coordinated activity where people who have similar objectives meet and exchange information and ideas. ✓
 - Lobbying allows for individuals, businesses and organisations to use their influence to change government policy. ✓
 - Necessary measures need to be put in place by businesses to assist in minimising the effects of these challenges. ✓
 - Businesses have the responsibility to become more socially responsible by giving back to communities. ✓
 - Any other relevant introduction related to the advantages of networking/ types of lobbying/ways in which businesses can adapt to challenges of the business environments/projects that can be undertaken by businesses as part of social responsibility.
- (Any 2 x 1) (2)

5.2 Advantages of networking

- Businesses can attract new customers resulting in 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 answer related to the advantages of networking.

Max. (10)

5.3 Types of lobbying

5.3.1 Hedging against inflation

- The business use hedging by buying bonds, shares, property or buying precious metals like gold ✓ to protect capital from the effects of inflation. ✓
- Businesses invest surplus fund ✓ so that its value grows at a faster rate than inflation. ✓
- Businesses use hedging to protect their financial investments
✓ by spreading the risk. ✓

- Any other relevant answer related to hedging against inflation as a type of lobbying.

Sub-max.

(6)

5.3.2 Bargaining sessions between management and unions

- These sessions enable employees to negotiate with employers as a group ✓ to protect employees' rights. ✓
- Bargaining sessions prevent labour strikes and provide critical information ✓ to people in power. ✓
- The purpose of bargaining sessions is to find a win-win situation ✓ for all parties. ✓
- Any other relevant answer related to bargaining session between management and unions as a type of lobbying.

Sub-max.

(6)

Max.

(12)

5.4 Ways in which businesses can adapt to challenges of the business environments

5.4.1 Information management ✓✓

- Information must be found/recorded/stored/easily retrieved ✓ and effectively used. ✓
- Businesses need to implement an effective information management system ✓ which is accessible and useful to all staff. ✓
- Information must be managed efficiently and a system must be put in place ✓ so that the relevant staff can easily access it. ✓
- Any other relevant answer related to information management as a method to adapt to challenges of the business environments.

Way

(2)

Discussion

(4)

Sub-max.

(6)

5.4.2 Strategic responses ✓✓

- Management needs to design strategic responses to various challenges ✓ by analysing all information, identifying stakeholders involved. ✓
- Get a clear picture ✓ of each stakeholder's viewpoints and requirements. ✓
- Businesses should have a strategic plan ✓ to respond to changes in the business environment. ✓
- Any other relevant answer related to strategic responses as a method to adapt to challenges of the business environments.

Way

(2)

Discussion

(4)

Sub-max.

(6)

5.4.3 Mergers, takeovers, acquisitions and alliances ✓✓



- Businesses can acquire the shares ✓ of another company. ✓
- Businesses can choose to purchase/merge with another business ✓ as a way to have a larger market share. ✓
- They can undertake a new venture with another company, ✓ which can be a safer way than expanding the existing business. ✓
- Any other relevant answer related to mergers, takeovers, acquisitions and alliances as a method to adapt to challenges of the business environments.

Way (2)
Discussion
Sub-max.

(4)
(6)

5.4.4 Organisation design and flexibility ✓✓

- Businesses need to be flexible in their organisational design and strategies ✓ so that they can compete in a changing market. ✓
- Organisation design is a process to integrate people/information/ technology of an organisation ✓ so that improves the profitability of the business. ✓
- Any other relevant answer related to organisational design and flexibility as a method to adapt to challenges of the business environments.

Way (2)
Discussion
Sub-max.

(4)
(6)

5.4.5 Direct influence of the environment and social responsibility ✓✓

- Businesses need to be flexible by getting involved in research and development ✓ so that if resources run out or if environmental legislation changes the business can adapt and continue to operate. ✓
- Social responsibility refers to the obligations a business has ✓ to protect and improve the interests of all its stakeholders. ✓
- Through social responsibility a business can influence its business environments ✓ and address challenges linked to socioeconomic issues in its social environment. ✓
- Businesses must be more aware and involved in social responsibility projects and programmes ✓ that can benefit the community. ✓
- Take part in projects that uplift the community ✓ in which the business operates. ✓
- Businesses use CSI projects ✓ as a marketing tool for their business. ✓
- Any other relevant answer related to direct influence of the environment and social responsibility as a method to adapt to challenges of the business environments.

Way

(2)

Discussion

(4)

Sub-max.

(6)

NOTE: Mark the first THREE (3) only.

Max.

(14)

5.5 Projects that can be undertaken by businesses as part of social responsibility

- Businesses must allow employees to get involved in social development programmes. ✓✓
- Businesses must protect the environment and participate in community upliftment programmes. ✓✓
- Engage in environmentally friendly campaigns such as recycling or reusing scarce resources. ✓✓
- Businesses must support less fortunate people, by providing donations to charity organisations./Charitable contribution towards NGOs/Businesses can donate blankets to old age homes/running soup kitchens. ✓✓
- They can also engage in economic development and provide education on HIV/AIDS awareness programmes. ✓✓
- Involvement in community education/Build schools in communities/ Offer bursaries to needy students/Donate old computers to less privileged schools/Provide/Support adult education and training in the local community. ✓✓
- Teach entrepreneurial skills/Offer support to individuals starting new business ventures. ✓✓
- Conduct skills development/job creation projects/Offering bricklaying courses. ✓✓
- Sponsor art and cultural programmes, such as school choirs. ✓✓
- Support youth programmes, such as sport/recreational activities. ✓✓
- Any other relevant answer related to projects that can be undertaken by businesses as part of social responsibility

Max.

(10)

Conclusion

- Management can use networking to reach as many people as possible and make every connection count. ✓✓
- Businesses should try to influence legislation or the government decision-making processes to remain profitable. ✓✓
- Adapting to challenges of the business environment can be achieved by businesses if management stay abreast with the latest developments. ✓✓
- Social responsibility projects undertaken by businesses can be used as a marketing strategy to promote their products. ✓✓
- Any other relevant conclusion related to the advantages of networking/ types of lobbying/ways in which businesses can adapt to challenges of the business environments/projects that can be undertaken by

businesses as part of social responsibility.

(Any 1 x 2)

(2)

[40]



QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Maks. 32
Advantages of networking	10	
Types of lobbying: ○ Hedging against inflation ○ Bargaining sessions between management and unions	12	
Ways in which businesses can adapt to challenges of the business environments	14	
Projects that can be undertaken by businesses as part of social responsibility	10	
Conclusion	2	
INSIGHT		
Layout	2	8
Analysis, interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

QUESTION 6: BUSINESS OPERATIONS (HUMAN RESOURCES FUNCTION)

6.1 Introduction



- The human resources manager must be well conversant with the requirements of a vacancy to ensure that the recruitment procedure is accurate. ✓
- Internal recruitment is a method where businesses advertise vacancies within the business. ✓
- During the interview process, the knowledge and skills of the interviewees will be assessed to determine the most suitable candidate. ✓
- An employment contract sets out the legal conditions of employment that must be observed by both the employer and the employee. ✓
- Any other relevant introduction related to the job description and job specification/ impact of internal recruitment/role of the interviewee/legal requirements of the employment contract.

Any (2 x 1) (2)

6.2 Differences between job description and job specification

JOB DESCRIPTION	JOB SPECIFICATION
- Describes the duties/responsibilities of a specific job. ✓✓	- Describes the minimum acceptable personal qualities/skills/qualifications needed for the job. ✓✓
- Written description of the job and its requirements/Summary of the nature/type of the job. ✓✓	- Written description of specific qualifications/skills/experience needed for the job. ✓✓
- Describes key performance areas/tasks for a specific job such as job title/working conditions/relationship of the job with other jobs in the business. ✓✓	- Describes key requirements for the person who will fill the position such as formal qualifications/willingness to travel/work unusual hours. ✓✓
- Any other relevant answer related to job description.	- Any other relevant answer related job specification.
Submax (4)	Submax (4)

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 a maximum of FOUR (4) marks if the differences are not clear/Mark either job description or job specification only

Max (8)

6.3 Impact of internal recruitment on a business

Positives/Advantages

- Cheaper/Quicker to fill the post✓ as this method focuses on promoting existing employees. ✓
- Placement is easy,✓ as management knows the employees' skills/personality/ experience/strengths. ✓
- Provides opportunities for career paths✓ within the business. ✓
- The employee already has an understanding of how the business operates, ✓ induction/training is not always necessary. ✓
- Reduces the chances of losing employees, ✓ as future career prospects are available. ✓
- Detailed, reliable information can be obtained✓ from the supervisors/employee records. ✓
- Any other relevant answer related to the positive impact/advantages of internal recruitment on a business.

AND/OR

Negatives/Disadvantages

- Current employees may not bring new ideas✓ into the business. ✓
- Promoting a current employee may cause resentment✓ amongst other employees. ✓
- Promotion may disrupt business operations✓ as it creates open vacancies that need to be filled. ✓
- The number of applicants is limited✓ to current staff only. ✓
- Employees who do not really have the required skills for the new job✓ may be promoted. ✓
- Current employees may need to be trained/developed✓ before they can be promoted, which can be expensive. ✓
- Staff that is not promoted may feel demotivated✓ which may hamper productivity. ✓
- Any other relevant answer related to the negative impact/disadvantages of internal recruitment on a business.

Max (14)

6.4 Role of the interviewee during the interview

- Greet the interviewer by name✓ with a solid handshake and a friendly smile. ✓
- Listen carefully to the questions✓ before responding. ✓ - Make eye contact✓ and have good posture/body language. ✓
- Show confidence✓ and have a positive attitude/be assertive. ✓
- Be inquisitive✓ and show interest in the business. ✓
- Ask clarity✓ seeking questions. ✓
- Show respect✓ and treat the interview with its due importance. ✓
- Be honest about mistakes✓ and explain how you dealt with them. ✓
- Know your strengths and weaknesses✓ and be prepared to explain them. ✓
- Thank the interviewer for the opportunity given✓ to be part of the interview. ✓
- Any other relevant answer related to role of the interviewee during the interview.

Max (14)

6.5 Legal requirements of the employment contract

- 
- The employer and employee/Both parties must 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. ✓✓
 - The employment contract may not contain any requirements that are in conflict with the BCEA. ✓✓
 - 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. ✓✓
 - The employment contract should include a code of conduct and code of ethics. ✓✓
 - Any other relevant answer related to the legal requirements of the employment contract.

Max (10)

6.6 Conclusion

- The correct job analysis is important in order to avoid unnecessary cost of readvertising the vacancy. ✓✓
- Businesses should remain objective when recruiting internally to ensure that the successful candidate makes a meaningful contribution in the workplace. ✓✓
- The professional conduct of the interviewee during the interview may increase his/her chances of being appointed. ✓✓
- Businesses should align the employment contract according to the requirements of the BCEA to avoid unnecessary legal actions. ✓✓
- Any other relevant conclusion related to the job description and job specification/ impact of internal recruitment/role of the interviewee/legal requirements of the employment contract.

Any (1 x 2) (2)
[40]



QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Differences between job description and job specification	8	
Impact of internal recruitment on a business	14	
Role of the interviewee during the interview	14	
Legal requirements of the employment contract	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

TOTAL SECTION C: 40

GRAND TOTAL: 150