



KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

ILEMBE DISTRICT

BUSINESS STUDIES

TERM ONE: 2026

GRADE 10 - CASE STUDY

Stanmorephysics.com

DURATION: 2 HOURS

MARKS:50

TOPICS ASSESSED:

1. Micro-Environment
2. Business functions
3. Concept of quality
4. Market Environment

INSTRUCTIONS TO CANDIDATES

1. The case study must be administered and completed within two hours under controlled conditions.
2. The task must be completed individually. **Group work is not allowed.**
3. Write neatly and legible

Read the case study below and answer questions that follow:

RETRENCHMENTS HIT CELL C

Mobile telecoms operator Cell C says it will be retrenching about 100 Cell C South Africa employees across various levels, including management and senior management. “This step is part of our concerted effort to ensure that the company remains fit for the purpose to support our strategic shift toward becoming a leading technology company.

The staff cuts align with the group’s five year Vision 2030 strategy, which focuses on return on capital and EBITDA growth targets. Cell C wants to see double-digit growth in earnings before interest, taxes, depreciation and amortization between 2025 and 2030. It also wants to ensure a return on capital employed (ROCE) of 23.1% and to achieve 75% smartphone penetration by 2030 from its current level 63%.

Source: Businessstech.co.za (22 January 2026)

QUESTIONS

- 1.1 Name the component of micro – environment applicable from the case study above. (2)
- 1.2 Discuss any other TWO components of micro- environment that may be applicable to Cell C. (6)
- 1.3 Identify TWO levels of general management applicable to Cell C. Motivate your answer by quoting from the case study. (6)
- 1.4 Outline the responsibilities of ONE level of management listed in QUESTION 1.3.1 (4)

Retrenchment may affect its human resources and public relations functions at Cell C South Africa

- 1.5.1 Explain the quality indicators of the human resources function. (6)
- 1.5.2 Advise Cell C SA on the correlation between management and the success of the business in achieving its objectives, strengths and weaknesses. (4)

1.5.3 Outline the importance of public relations to Cell C SA. (6)

1.6 **“This step is part of our concerted effort to ensure that the company remains fit for the purpose to support our strategic shift toward becoming a leading technology company”**

1.6.1 List any TWO mobile telecoms operators competing with Cell C South Africa. (4)

1.6.2 Explain the reasons why competition poses a challenge to Cell C SA. (6)

1.6.3 Discuss any other TWO components of market environment to Cell C South Africa. (6)

TOTAL :50



**GRADE 10 – CASE STUDY
MARKING GUIDELINE**

1.1 The organizational structure ✓✓ (2)

1.2 1 Components of the microenvironment

• **Vision** ✓✓

The vision of a business describes its long- term goal, that is where the business sees itself in the future. ✓

• **Eight business functions** ✓✓

A business function refers to the various activities performed by the business. These activities are divided into several functions or departments. Some businesses further divide these activities into core functions and support functions. ✓

(6)

1.3 The levels of general management

Top level ✓✓

This step is part of our concerted effort to ensure that the company remains fit for the purpose to support our strategic shift toward becoming a leading technology company. ✓

Middle level ✓✓

Mobile telecoms operator Cell C says it will be retrenching about 100 Cell C South Africa employees across various levels, including management. ✓ (6)

1.4 The responsibilities of the levels of management

• **Top level**

- Develop plans for the business future. ✓
- Monitor and manage changes in the business environment. ✓
- Draw up a detailed plan for business activities. ✓
- Provide direction on the implementation of the vision, mission, goal and objectives. ✓

OR

• **Middle level**

- Communicating the information from top management to lower management. ✓
- Deciding on how the business will carry out the strategic decisions. ✓
- Plan and requisite resources ✓ needed in their department ✓

(4)

1.5.1 Human resource quality indicators

- Implement recruitment policy ✓ that attracts the best suitable candidates for available positions. ✓
- Ensures low rate ✓ of staff turnover in the business. ✓
- Maintain a healthy relationship ✓ between employees and employer. ✓
- Motivate and reward/offer performance incentives ✓ for employees to enhance productivity. ✓
- Ensures fair and equitable ✓ selection process. ✓
- Offers fair remuneration packages ✓ that is aligned to the industry. ✓
- Promote good relations ✓ with employees. ✓
- Ensure that employee understand the goals ✓ and objectives of the business. ✓

(6)

1.5.2 The correlation between management and the success of business in achieving its objectives, strengths, and weaknesses.

- Management plays an important role in making the correct decisions and motivating employees to be productive. ✓✓
- Poor management can result in ineffective employees and loss in productivity. ✓✓
- Businesses require ongoing decision making and problem solving. ✓✓
- Problems that cannot be solved and decisions that are not made appropriately can lead to a decrease in productivity. ✓✓
- Management should analyse the business strengths and weaknesses for future improvements. ✓✓

(4)

1.5.3 The importance of public relations

- Businesses get publicity for promotional events and information through media. ✓✓
- News conferences may be called to release information which will ensure the survival of the business. ✓✓
- Employees may volunteer to spend time with people in need at orphanage/hospitals/schools etc. ✓ ✓

(6)

1.6.1 Other mobile telecoms operators competing with Cell C South Africa.

- MTN√√
- Vodacom√√
- Telkom√√

(4)

(mark the first two)

1.6.2 Reasons why competition pose a challenge to businesses

- Competition keeps prices down√ and reduces the business profitability. √
- It forces businesses to find new ways to produce√ an existing products/develop new products/services. √
- Businesses may be forced to allocate more budget√ to intensify advertising campaigns programmes.√
- A business may close down√ if it is unable to compete with other businesses. √

(6)

1.6.3 Components of market environment

• **Suppliers** √√

- Suppliers are individuals/agents who provide the raw materials, transport and other services to the business. √
- The business needs inputs from suppliers to produce goods and services. √

• **The market (Customers/Consumers)** √√

- The market refers to all the people who have money and willing to buy goods and services. √
- Businesses should understand their customer's needs and wants in order to build a good relationship with them. √

• **Competitors** √√

- Competitors keeps prices down and reduces the business profitability. √
- Competition is beneficial to customers because it keeps prices down. √

• **Intermediaries/Agents** √√

- The intermediaries of a business are all those businesses that play a role in distributing/promoting the goods and services to customers. √
- Bridge the gap between the manufacturer and the consumer. √ (6)

(Mark Any Two)