



KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

CURRICULUM GRADE 10 -12 DIRECTORATE

NCS (CAPS) SUPPORT

LEARNER SUPPORT DOCUMENT

BUSINESS STUDIES PAPER 1 & 2

GRADE 12

2026

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LEGISLATIONS

Learners must be able to:

- Outline /Describe/ Explain/Discuss the purpose of all EIGHT Acts.
- Discuss/Explain/Evaluate the impact (positives/advantages and/or negatives/ disadvantages) of the Acts on businesses.
- Outline/Explain/Discuss actions regarded as noncompliance by the various Acts.
- Outline/Explain/Discuss penalties/consequences of non-compliance to the various Acts.
- Suggest/Recommend ways in which businesses can comply with the Acts.
- Outline/ Explain/Discuss the role/functions of SETAs in supporting the Skills Development Act (SDA), 1998 (Act 97 of 1998).
- Explain how SETAs are funded.
- Define/Elaborate on the meaning of learnerships.
- Explain the National Skills Development Strategy and the Human Resource Development Strategy (i.e., Sector Education and Training Authorities).

ALSO focus on the following regarding the Broad- Based Black Economic Empowerment Act, 2003 (Act 53 of 2003) (BBBEE):

- Distinguish/Differentiate between Black Economic Empowerment (BEE) and the BBBEE Act.
- Explain/Discuss the implications of the following revised FIVE pillars of BBBEE on businesses.
 - o Management control
 - o Ownership
 - o Enterprise and supplier development (ESD)
 - o Skills development
 - o Socio-economic development/Social responsibility
 - o Name/Identify BBBEE pillars from scenarios/case studies
- Name/Identify BBBEE pillars from scenarios/case studies.
- Recommend/Suggest ways in which businesses could apply the revised FIVE pillars of BBBEE in the workplace.

ALSO focus on the following regarding the BCEA, LRA, NCA & CPA:

- Outline/Explain/Describe/Discuss the provisions of the BCEA
- Outline/Explain/Describe/Discuss the rights of employers and employees in terms of the LRA
- Outline/Explain/Describe/Discuss the rights of consumers in terms of the NCA & CPA

ACTIVITY 1

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question numbers (1.1.1 to 1.1.10) in the ANSWER BOOK, e.g. 1.1.11 D.
- 1.1.1 This Act compels businesses to display the prices of all goods and services.
- A Consumer Protection Act, 2008 (Act 68 of 2008)
 - B National Credit Act (NCA), 2005 (Act 34 of 2005)
 - C Compensation for Occupational Injuries and Diseases Amendment Act (COIDA), 1997 (Act 61 of 1997)
 - D Skills Development Act, 1998 (Act 97 of 1998)
- 1.1.2 The aim of this Act is to protect consumers against unfair reckless lending by businesses
- A Consumer Protection Act (CPA), 2008 (Act 68 of 2008)
 - B Employment Equity Act (EEA), 1998 (Act 55 of 1998)
 - C National Credit Act (NCA), 2005 (Act 34 of 2005)
 - D Labour Relations Act (LRA), 1995 (Act 66 of 1995)
- 1.1.3 Chelsea suppliers complied with the ... by providing the same work opportunities for people who are physically challenged.
- A Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997)
 - B Employment Equity Act (EEA), 1998 (Act 55 of 1998)
 - C Labour Relations Act (LRA), 1995 (Act 66 of 1995)
 - D Compensation for Occupational Injuries and Diseases Amendment Act (COIDA), 1997 (Act 61 of 1997)
- 1.1.4 Milda employees are protected by the ... against workplace illnesses and accidents that may occur while performing their duties in workplace.
- A Consumer Protection Act (CPA), 2008 (Act 68 of 2008)
 - B Employment Equity Act (EEA), 1998 (Act 55 of 1998)
 - C Compensation for Occupational Injuries and Diseases Amendment Act (COIDA), 1997 (Act 61 of 1997)
 - D Labour Relations Act (LRA), 1995 (Act 66 of 1995)
- 1.1.5 This Act ensures that businesses adhere to rules and regulations set out by the International Labour Organisation.
- A Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997)
 - B Compensation for Occupational Injuries and Diseases Amendment Act (COIDA), 1997 (Act 61 of 1997)
 - C Consumer Protection Act (CPA), 2008 (Act 68 of 2008)
 - D Broad-Based Black Economic Empowerment Act (BBBEE), 2003 (Act 53 of 2003)
- 1.1.6 This Act requires Tergum Bank to provide pre-agreement statements to prospective clients:
- A Consumer Protection Act, 2008 (Act 68 of 2008)
 - B National Credit Act, 2005 (Act 34 of 2005)

- C Employment Equity Act, 1998 (Act 55 of 1998) Occupational
- D Injuries Compensation and Amendment Act diseases, 1997 (Act 61 of 1997)

1.1.7 This Act improves the chances of getting a job for previously disadvantaged people.

- A Skills Development Act (SDA), 1998 (Act 97 of 1998)
- B Consumer Protection Act (CPA), 2008 (Act 68 of 2008)
- C Labour Relations Act (LRA), 1995 (Act 66 of 1995)
- D Compensation for Occupational Injuries and Diseases Amendment Act, 1997 (Act 61 of 1997)

1.1.8 Melbo Limited used ... as a BBBEE pillar when they requested their black employees to participate in the decision-making process.

- A ownership
- B management control
- C skills development
- D enterprise and supplier development

1.1.9 Workers are entitled to a meal break of ... minutes after five continuous hours of work.

- A 90
- B 45
- C 60
- D 15

ACTIVITY 2

- 2.1 Name any TWO Consumer rights as stipulated in National Credit Act (NCA) (Act 34 of 2005). (2)
- 2.2 List any FOUR provisions of the Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997). (4)
- 2.3 Elaborate on the meaning of National Skills Development Strategy (NSDS). (4)
- 2.4 Describe how SETAs are funded. (4)
- 2.5 Read the scenario below and answer questions that follow:

STEEL BANK (SB)

Steel Bank management decided to hide important information to the Regulator. SB denies customers proper information about products/services. They refused credit to customers based on their race. SB blacklist customers without making efforts to recover their debts.

- 2.5.1 Identify the Act that is applicable in the scenario above. (2)
- 2.5.2 Quote TWO actions that can be regarded as discriminatory according to the Act identified in QUESTION 2.5.1 (2)

- 2.5.3 Advise the management of SB on penalties they could face for non-compliance with the Act identified in QUESTION 2.5.1 (4)
- 2.6 Discuss any TWO consumer rights as stipulated in the Consumer Protection Act (CPA), 2008 (Act 68 of 2008). (6)
- 2.7 Outline the role of SETAs in supporting the Skills Development Act (SDA), 1998 (Act 97 of 1998). (6)

ACTIVITY 3.1

The purpose of the Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997) was introduced to redress the imbalances of the past. The provisions of the BCEA protect employees and provide guidelines to employers on how they should comply with this Act. BCEA has a direct impact on business operations and may face penalties for non-compliance with the BCEA.

Write an essay on the following aspects:

- Outline the purpose of the BCEA.
- Explain the following provisions of this Act:
 - Meal breaks and rest periods
 - Overtime
 - Ordinary hours of work
- Discuss the impact of the BCEA on businesses.
- Advise businesses on penalties that they may face for non-compliance with this Act. [40]

ACTIVITY 3.2

The purpose of the Consumer Protection Act (CPA), 2008 (Act 68 of 2008) is to protect South African consumers. CPA has both positives and negative impact on businesses. Business must have a clear understanding of the rights of consumers as outlined in the Act. It is mandatory for business to comply with CPA.

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

- Outline the purpose of the CPA.
- Explain the impact of the CPA on businesses.
- Discuss ways in which businesses could promote the following consumer rights, as stipulated in the CPA:
 - Right to privacy and confidentiality
 - Right to information about products and agreements
 - Right to fair value/good quality and safety
- Advise businesses on ways in which they can comply with the CPA. [40]

ACTIVITY 3.3.

The National Credit Act (NCA), 2005 (Act 34 of 2005) provides a framework to regulate the credit market and it protects the rights of consumers and provides guidelines on how businesses should comply with this Act. Businesses may face penalties for not complying with the National Credit Act.

Write an essay on the National Credit Act in which you include the following aspects:

- Outline the rights of consumers in terms of the National Credit Act.
- Explain ways in which businesses could comply with the NCA.
- Discuss the impact of the NCA on businesses.
- Advise businesses on the penalties they may face for non-compliance to the Act.

[40]

BUSINESS STRATEGIES

Learners must be able to:

- Outline/Explain/Describe/Discuss the strategic management process.
- Apply the strategic management process to solve business-related problems.

INDUSTRIAL ANALYSIS TOOLS

- Compile a SWOT analysis of a particular business from a given scenario.
- Name and identify Porter's Five forces model from given statements/scenarios.
- Explain/Advise businesses on how they could apply Porter's Five Forces model to analyse their position in the market.
- Name and apply PESTLE analysis factors from given scenarios/statements.
- Explain how PESTLE factors pose challenges to businesses.
- Recommend ways in which businesses can deal with the challenges that are posed by PESTLE factors.
- Explain/describe/discuss the following types of business strategies:
 - Integration strategies
 - Intensive strategies
 - Diversification strategies
 - Defensive strategies
- Outline/Explain/Discuss the advantages of intensive and diversification strategies.
- Outline/Explain/Recommend/Advise businesses on the steps in strategy evaluation:
 - Examine the underlying bases of the business strategy.
 - Look forward and backwards into the implementation process.
 - Compare expected performance (measure business performance).
 - Take corrective action where necessary.
 - Set specific dates for control and follow up.
 - Decide on the desired outcome as envisaged when strategies were implemented.

ACTIVITY 1

- 1.1.1 Various options are provided as answers to the following questions. Choose the answer and write only the letter (1.1.1 - 1.1.11) next to the question number in your NOTEBOOK, e.g 1.1.6 D**
- 1.1.1 The bargaining power of buyers as a force of Porter's Five Forces Model, allows Innovative Solutions to determine whether...
- A products can easily be replaced by cheaper alternatives of rival firms.
 - B it is easy for customers to drive down prices.
 - C if the business sells unique products, it will not be threatened by substitute products.
 - D if there are few suppliers of a product/service but many buyers, it may be easy to enter the market.
- 1.1.2 The business disposes of some of its assets that are no longer profitable to remain in the market.
- A Diversification
 - B Retrenchment
 - C Divestiture
 - D Liquidation
- 1.1.3 Drakensberg car manufacturers have applied the ... integration strategy when they merge with Ukhahlamba Tyre Store.
- A forward vertical
 - B backward vertical
 - C horizontal
 - D concentric
- 1.1.4 Amangwane Traders cannot keep up with fast changing technology. This is an example of a/an ... in a SWOT analysis.
- A Threat
 - B Strength
 - C Weakness
 - D Opportunity
- 1.1.5 Uthukela Cash & Carry have applied ... to analyse their position in the market.
- A strategy
 - B SWOT analysis
 - C PESTLE analysis
 - D Porter's Five Forces model
- 1.1.6 Berg Beauty Salon provides high quality service to its clients. This is an example of a/an ...
- A Strength
 - B Weaknesses
 - C Opportunities
 - D Threat

- 1.1.7 Customers may not be able to afford products due to low-income levels. This is a challenge of the ... factor.
- A Legal
 - B Political
 - C Economic
 - D Social
- 1.1.8 Bluey Dairy applied ... integration when they took over Milky Dairies.
- A forward vertical
 - B horizontal
 - C backward vertical
 - D intensive
- 1.1.9 Milky Ice Cream has opened a new branch in Estcourt where it currently does not operate. This is an example of ... intensive strategy
- A horizontal
 - B market penetration
 - C market development
 - D product development
- 1.1.10 Blossom Care manufactures petroleum jelly, and has introduced product lines that include Vitamin E and Aloe flavours. This is an example of a ... strategy.
- A product development
 - B market development
 - C market penetration
 - D horizontal integration
- 1.1.11 Shine Bakeries applied the ... strategy when they took over Riva Bakeries with whom they are selling similar products. This is an example of a ... integration strategy.
- A forward vertical
 - B backward vertical
 - C horizontal
 - D concentric

(11 X 2) (22)

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

conglomerate, economic, SWOT analysis, retrenchment , environmental; weakness, divestment, threat, Porter's Five Forces model, concentric, conglomerate,
--

- 1.2.1 Bad customer service are regarded as a/an ... for the business.
- 1.2.2 The incorrect disposing of waste form part of ... as a PESTLE factor.
- 1.2.3 Phila Supermarket applied the ... diversification strategy when they added new product lines unrelated to existing products that may appeal to new group of customers.
- 1.2.4 Matiwane Mines used a ... to determine the power of competitors within the industry.

1.2.5 Zikhali Enterprise has applied ... as a defensive strategy when they terminated the employment contracts of some of the employees. **(5 X 2) (10)**

1.3 Match the concepts in Column A with the descriptions in column B. Write only the correct letter next to the question number . EG 1.3.1 A

COLUMN A	COLUMN B
1.3.1 PESTLE analysis	A a few powerful customers that influence the business to decrease prices.
1.3.2 Product development	B combining with the distributors down the production chain.
1.3.3 Backward vertical integration	C an industrial analysis tool is used to evaluate challenges of the macro environment
1.3.4 Power of buyers	D increasing sales of existing products through the development of new markets.
1.3.5 Horizontal diversification	E combining the business with its supplier.
	F adding new products that are unrelated to existing products, but will appeal to existing customers.
	G evaluates competitive rivalry in the industry.
	H generating new products for new markets
	I the ability of suppliers to increase the prices of their products.
	J creating new products that are similar to existing products that are aimed at new customers.

(5X2)(10)

SECTION B

ACTIVITY 2

2.1 Identify the PESTLE element illustrated in the statements below:

2.1.1 The government has introduced POPI Act to protect personal information of consumers.

2.1.2 An online store has been introduced to improve sales of Timber Hardware.

- 2.1.3 The business's cash flow is negatively affected by an increase in taxation rates.
- 2.1.4 The business is using packaging that does not meet environmentally friendly standards.
- 2.1.5 The business is not familiar with the local language of their clients. **(5X2)(10)**
- 2.2 Identify the business strategy applied by Bright Enterprise in EACH statement below:**
- 2.2.1 More sales staff are employed to improve the sales.
- 2.2.2 The acquisition of a related business that operates at the same level of supply chain in the industry.
- 2.2.3 Adding products or service that are related to existing products, which will appeal to new customers.
- 2.2.4 Different products are introduced which are of higher quality than competitors.
- 2.2.5 Consumers are targeted in a potential market that is outside the normal target market.
- 2.2.6 Combines with its supplier up the supply chain.
- 2.2.7 Bringing business activities to an end to pay creditors due to lack of capital.
- 2.2.8 Withdrawing their investment in other businesses.
- 2.2.9 Decreasing the number of product lines, resulting in some workers becoming redundant.
- 2.2.10 Adding new products or services that are unrelated to existing products which may appeal to new groups of customers.
- 2.2.11 The business merges with businesses that were once their customers, while still maintaining their primary business activity.
- 2.2.12 Adding new products or services that are unrelated to existing customers which may appeal to existing customers. **(12 X 2)(24)**
- 2.3 Read the scenario below and answer questions that follow.

BERGVILLE BAKERIES (BB)

Bergville Bakeries is a recently launched bakery specializing in selling Tiramisu and other desserts. BB was easily established as only a trading license was required. Main consumers have forced BB to reduce the prices of their desserts. Sweet Bakery (SB) that is situated near BB used a sales strategy to increase their market share. A drought has caused prices of main inputs to rapidly increase. Customers have opted to purchase cheaper products from SB.

- 2.3.1 Identify FIVE elements of Porter's Five Forces model applicable to BB.

Motivate your answer by quoting from the scenario above.

(15)

Use the table below as a GUIDE to answer Question 2.3.1

PORTER'S FIVE FORCES	MOTIVATIONS
1.	
2.	
3.	
4.	
5.	

2.4 Explain how businesses can apply the following Porter's Five Forces model:

2.4.1 Power of competitors (4)

2.4.2 Threat/ Barriers of new entrants in the market. (4)

2.5 Explain THREE types of defensive strategies. (9)

2.6 Compile a SWOT analysis for the Big-brother Attorneys. (8)

BIGBROTHER ATTORNEYS (BA)

Big-brother Attorneys is a well-established law firm that offers legal assistance to residents of Uthukela and its outer skirts. The business has not acquired sufficient resources to do the work. BA has expanded its market through the use of Instagram. Some of their clients cannot afford the legal service due to unemployment. Management of BA has good managerial skills and expertise.

Use the table below as a guide to answer Question 2.6

Strength	Weakness
a)	b)
Opportunity	Threat
c)	d)

2.7 Discuss THREE types of integration strategies. (9)

2.8 Read the scenario below and ANSWER questions that follow.

PRINGLE STATIONERS (PS)

Pringle Stationers are the manufactures of office stationery. Reports indicate a high rate of crime within the area in the past 6 months. PS is using modern sublimation machine to print mugs and clothing items. PS will pay more on their loan as interest rates have increased.

2.8.1 Quote THREE challenges for PS from the scenario below. (3)

2.8.2 Identify the PESTLE element linked to EACH challenge quoted in question 2.8.1. (3)

2.8.3 Recommend ONE way in which PS can deal with each challenge identified in question 2.8.1
(3)

Use the table below in your answer book to answer Question 2.8.1-2.8.3

CHALLENGE (2.8.1)	PESTLE ELEMENT (2.8.2)	RECOMMENDATION (2.8.3)
1.		
2.		
3.		

2.9 Recommend ways in which businesses can deal with the following PESTLE elements:

2.9.1 Political (4)

2.9.2 Environmental (4)

2.9.3 Legal (4)

SECTION C

ACTIVITY 3.1

Businesses deal with challenges on an on-going basis which needs strategic management process to respond to three business environments. Businesses opt for integration strategies to remain competitive in the market. Porter's Five Forces model is used to analyse business's position in the market. Diversification strategies can be considered as a growth strategy.

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

- Outline the strategic management process

- Explain THREE types of integration strategies
- Discuss how businesses can apply the following Porter's Five Forces model to analyse their position in the market:
 - Bargaining power of buyers/ Power of buyers
 - Bargaining power of suppliers/ Power of suppliers
- Advise businesses on the advantages of diversification strategies. (40)



ACTIVITY 3.2

It is vital that businesses evaluate strategies to determine its effectiveness. PESTLE analysis helps businesses scan the macro environment to detect challenges that may hinder business's success. Diversification strategies may be used to remain profitable in the industry. Businesses can benefit from implementing intensive strategies.

Write an essay in which you address the following aspects:

- Outline the steps in strategy evaluation.
- Explain how the following PESTLE factors pose challenges to businesses:
 - Political
 - Legal
 - Environmental
- Discuss THREE types of diversification strategies
- Advise businesses on the advantages of intensive strategies

[40]

BUSINESS SECTORS AND THEIR ENVIRONMENTS

Learners should be able to:

- Name THREE types of business sectors: primary, secondary and tertiary.
- Identify/Name a business sector from given scenarios/statements.
- Identify business challenges from given scenarios/case studies and classify them according to the THREE business environments.
- State the extent to which a business (operating in any of the three sectors) can control the three business environments from given scenarios and case studies.

ACTIVITY 1

1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1-1.1.4).

1.1.1 Dimed provides dental services. This business operates in the ... sector.

- A Micro environment
- B Primary sector
- C Secondary Sector
- D Tertiary Sector

1.1.2. Businesses operating in the market environment has ... control.

- A Limited
- B Full
- C no control
- D more Control

1.1.3 Zoey Technologies has no control over the environment

- A Business environment
- B Macro Environment
- C Micro environment
- D Market Environment

1.1.4 Unions, strikes and go-slows are challenges of theEnvironment.

- A Macro Environment
- B Tertiary sector
- C Market Environment
- D Micro environment

(4X2) (8)

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

COLUMN A	COLUMN B
1.2.1. Extent of control	A. How a business environment is managed.
1.2.2. socio-cultural factors	B. This is the challenge of the market environment.
1.2.3. Primary sector	C. The sector that supply raw materials to the secondary sector.
	D. is the challenge of the macro environment.
	E. This is the challenge of the Market environment.
	F. The amount of influence a business has on the business environment.

(3X2) (6)

ACTIVITY 2

- 2.1. Outline the THREE types of business sectors. (3)
- 2.2 Read the scenario below and answer questions that follow.

VILAKAZI FARMS(VF)

Vilakazi Farm is a livestock farm. Due to unfavourable weather conditions has effect the grazing field. Zeeba feeds the supplier of animal has increased their prices.

- 2.2.1 Identify the sector in which VF operates. Motivate your answer by quoting from the scenario. (3)
- 2.2.2. Quote the challenges that VF faces form the scenario above.
- 2.2.3. Classify each challenge according to business environments.
- 2.2.4. State the extent of control that VF has over the each business environment.

Use the table below as a guide to answer question 2.2.2 - 2.2.4.

Challenges	Business environment	Extent of control
2.2.2.	2.2.3.	2.2.4.
1.		
2.		
3.		

(9)

BUSINESS OPERATIONS HUMAN RESOURCES FUNCTION

Learners should be able to respond to:

RECRUITMENT

- Explain/Elaborate on the meaning of recruitment.
- Outline/Discuss/Explain the recruitment procedure.
- Explain the meaning of job analysis.
- Differentiate/Distinguish between job description and job specification as components of a job analysis.
- Identify job description and job specification from given statements/scenarios.
- Identify methods of recruitment
- (internal/external recruitment) from given scenarios/statements.
- Explain/Discuss/Analyse the impact (positives/advantages and/or negatives/disadvantages) of the above stated methods of recruitment.
- Identify/Give examples of sources of internal/external recruitment from given scenarios/statements.

SELECTION

- Outline/Discuss/Explain the selection procedure.
- Explain the meaning of screening as part of the selection procedure.
- Discuss/Explain the purpose of an interview.
- Outline/Explain/Discuss the role of the interviewer before and during the interview.
- Outline/Explain/Discuss the role of the interviewee during the interview.
- Define/Elaborate on the meaning of an employment contract.
- Name/Outline/State the details/aspects/ contents of an employment contract.
- Outline/Explain/Discuss the legal requirements
- legalities of the employment contract.
- Analyse an employment contract from given scenarios and make recommendations for improvement.
- Name/Outline/Explain/Discuss the reasons for the termination of an employment contract.

INDUCTION

- Define/Elaborate on the meaning of induction.
- Outline/Explain/Discuss the purpose of induction.
- State/Outline aspects that must be included in the induction programme.

- Evaluate an induction programme from given scenarios and make recommendations for improvement.
- Discuss/Explain the advantages/benefits of induction for businesses.
- Identify the benefit of induction from given scenarios
-

PLACEMENT

- Elaborate on the meaning of placement.
- Outline/Explain/Discuss the placement procedure.
- Explain/Discuss/the importance of training/skills development in HR.

SALARY DETERMINATION

- Explain/Differentiate/Distinguish between piece meal and time-related salary determination methods.
- Explain the link between salary determination and the Basic Conditions of Employment Act.

FRINGE BENEFITS/PERKS

- Name/State/Give examples of employee benefits, e.g.:
- Pension
- Medical aid
- Provident fund
- Allowances
- Discuss/Evaluate the impact (positives/ advantages and/or negatives/disadvantages) of fringe benefits on businesses.

Compulsory benefits

- Explain UIF as a benefit required by law.

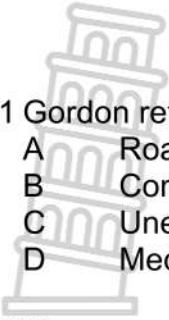
LEGISLATION

- Discuss the implications of the LRA/BCEA/EEA/SDA on the human resources function.
- **Knowledge of this topic should enable learners to:** Answer in short paragraphs/longer and essay type questions.

ACTIVITY 1

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK, for example 1.1.11 B.
- 1.1.1 Business used ... as a source of external recruitment
- A internal referrals
 - B internal emails
 - C staff meetings
 - D printed media
- 1.1.2 The process of matching a new employee's skills and abilities with the requirements of a job is known as ...
- A placement
 - B recruitment
 - C training
 - D selection

- 1.1.3 Sam Construction pays its employees according to the number of hours spent at work. This salary determination method is known as ...
- A piecemeal
 - B salary
 - C time-related
 - D wage
- 1.1.4 The role of the interviewer before the interview is to ...
- A sign the employment contract
 - B know the job specification and job description
 - C be inquisitive and show interest
 - D develop a core set of questions
- 1.1.5 The ... has implications on the human resources function because it promotes orderly negotiations and employee participation in decision-making in the workplace
- A Skills Development Act
 - B Labour Relations Act
 - C Basic Conditions of Employment Act
 - D Employment Equity Act
- 1.1.6 The ... is the benefit that businesses are legally required to offer its employees
- A Pension
 - B Income tax
 - C UIF
 - D Bonus
- 1.1.7 The role of interviewer before interview is to ...
- A explain purpose of the interview to panel and interviewee
 - B determine time that should be allocated to each candidate
 - C allocate same amount of time to each candidate
 - D listen carefully to the question before responding
- 1.1.8 Benefits of induction to businesses is ...
- A to minimise the need for on-going training and development
 - B to minimise conflict amongst current employees who may have applied for the post
 - C Meeting with senior management who will explain company's vision
 - D to encourage employees who are not physically fit to resign
- 1.1.9 The selection process may not be effective and incompetence candidate can be chosen. This is a disadvantage of...
- A networking
 - B external recruitment
 - C recruitment agencies
 - D internal recruitment
- 1.1.10 The ... outlines the minimum requirements that a human resources manager must consider when a salary package is offered to a new employee.
- A Skills Development Act (SDA) (Act 97 of 1998)
 - B Labour Relations Act (LRA) (Act 66 of 1995)
 - C Employment Equity Act (EEA) (Act 55 of 1998)
 - D Basic Conditions of Employment Act (BCEA) (Act 75 of 1997)



- 1.1.11 Gordon retired from his job at Green Industries He is entitled to claim from the ... Fund.
- A Road Accident
 - B Compensation
 - C Unemployment Insurance
 - D Medical Aid
- 1.1.12 The process of choosing the most suitable candidates for the job is known as ...
- A shortlisting.
 - B recruitment.
 - C reference checking.
 - D interview.
- 1.1.13 Joel has just been appointed as the maintenance supervisor at Blue Beach Hotel. He will receive the policies and procedures which will be included in the... programme.
- A placement
 - B induction
 - C recruitment
 - D screening
- 1.1.14 This benefit is compulsory by law for employees.
- A Housing allowance
 - B Medical aid
 - C Unemployment Insurance Fund
 - D Car allowance
- 1.1.15 The purpose of an interview is to ...
- A evaluate the skills and personal characteristics of the applicant
 - B avoid asking discriminatory types of questions
 - C prepare the venue for the interview
 - D invite possible candidates to apply for the vacancy
- 1.1.16 Mano and Sons use the office notice board as ... recruitment.
- A agencies
 - B online
 - C internal
 - D external
- 1.1.17 Mpho General Dealers uses ... as a source of internal recruitment to advertise available vacancies.
- A professional association
 - B employment agencies
 - C networking
 - D word of mouth
- 1.1.18 An aspect that should not be included in the employment contract.
- A Remuneration
 - B Hours of work
 - C Tour of the premises

D Signing of employment contract

1.1.19 A human resource activity that determines which applicants meets the requirements of a job is known ...

- A Interview
- B Induction
- C Placement
- D Screening

1.1.20 The implications of ... promotes employee participation in the workplace.

- A Skills Development Act (SDA) (Act 97 of 1998)
- B Labour Relations Act (LRA) (Act 66 of 1995)
- C Basic Conditions of Employment Act (BCEA) (Act 75 of 1997)
- D Employment Equity Act (EEA) (Act 55 of 1998)

1.1.21 Induction process is beneficial at Moloko Enterprise (ME) because it ensures that ...

- A existing employees receive a tour of the layout of the building
- B all employees acquire ongoing training
- C new employees are familiarised with the organisational structure of ME
- D financing on training on training has been inefficiently spent on new employees.

1.1.22 The procedure where all CVs received are evaluated against pre-determined criteria.

- A Training
- B Selection
- C Placement
- D Recruitment

1.2.23 The role of the interviewer is to ...

- A know the job specification and job description.
- B explain how he/she has dealt with past mistakes.
- C know his/her strengths and weaknesses and be prepared to discuss it.
- D ask the same candidates different questions.

1.1.24 Mpho Suppliers pays their employees ... their normal rate for working overtime.

- A 2 and a half of
- B 1 and a half of
- C double
- D triple

1.1.25 The filling of vacancies in a business with existing employees is known as ...

- A advertising
- B internal recruitment
- C external recruitment
- D job specification

1.1.26 Sara Designers used ...to recruit possible candidates amongst existing employees.

- A employment agencies
- B educational institutions
- C notice boards
- D local newspapers

1.1.27 The sources of internal recruitment include ...

- A word of mouth
- B recruitment agencies
- C head hunting
- D walk-ins

1.1.28 The role of the interviewee during the interview is to ...

- A explain how he/she has dealt with past mistakes
- B know job description and job specification
- C ask same candidate's different question
- D introduce the panel members.

1.2 Complete the following statements by using the word/s provided in the list below.

Write only the word(s) next to the question numbers (1.2.1 to 1.2.3) in the ANSWER BOOK.

Employment Equity , internal, Labour relations , job description, external, job specification

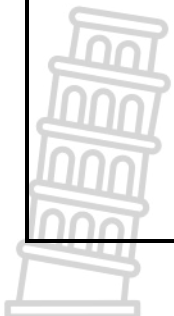
1.2.1 The ...Act has implications for the human resources function as it ensures that affirmative action measures are correctly implemented

1.2.2 Daylight incorporated used ... recruitment when they advertised a position for a new production manager in the local newspaper.

1.2.3 A National Diploma in Finance is an example of...

1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A – F) next to the question number (1.3.1 to 1.3.3)

COLUMN A		COLUMN B	
1.3.1	Induction	A	Increase access to programme that train people
1.3.2	Piecemeal	B	Workers are paid according to number of hours spent at work
1.3.3	Job description	C	Describes the minimum acceptable personal qualities/skills/qualification needed for the job
		D	Workers are paid according to number of items produced

	E	Introduction/familiarisation of new employees to the new work environment
	F	Describe the duties and responsibilities of a specific job

(3x2) (6)

ACTIVITY 2

2.1 Name FOUR sources of internal recruitment (4)

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

CREIGHTON DAIRY (CD)

Creighton Dairy advertises a vacancy for a Farm Manager on the business website. The advert stated that the applicant must have a degree in Business Management. The successful candidate must be able to compile financial statements

2.2.1 Identify TWO components of a job analysis. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.2.1

COMPONENTS OF A JOB ANALYSIS	MOTIVATIONS
1.	
2.	

(6)

2.3 Advise the management of CD on the impact of external recruitment. (6)

2.4 Name FOUR aspects on an employment contract. (4)

2.5 Elaborate on the meaning of an employment contract. (4)

2.6 Outline the selection procedure as a human resource activity. (6)

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

QUALITY CONTRUCTION (QC)

Themba, the HR manager for QC will be conducting interviews for a vacant position. He booked the venue and prepared set of questions to ask on the interview. All candidates were give time to ask questions during the interview.

2.7.1 Quote TWO roles of the interviewer before the interview, from the scenario above. (2)

2.7.2 Explain other roles of the interviewer before the interview. (6)

2.8 Discuss the purpose of an interview. (6)

2.9 Distinguish between piece meal and time-related salary determination methods. (4)

2.10 Discuss the importance of skills development in human resource. (4)

2.11 Give FOUR examples of employee fringe benefits on businesses. (4)

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

SOUTHCOAST MANUFACTURERS (SM)

SouthCoast Manufacturers has developed an induction programme for newly appointed employees. They are taken on a tour of the premises and introduced to senior management and colleagues. Employees are able to settle in quickly and work effectively.

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

2.12 Explain the benefit of induction for businesses. (6)

2.13 Discuss the implications of the BCEA on the human resources function. (6)

2.14 Evaluate the impact of fringe benefits on businesses. (6)

ACTIVITY 3

Businesses following the correct recruitment procedures will attract the best applicants. The human resources manager could use the internal recruitment method to fill the available vacancies. The interviewer must be well prepared before conducting the interview. Both employers and employees should be aware of the legal requirements of an employment contract.

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

- Outline the recruitment procedure as a human resources activity.
- Discuss the impact of internal recruitment on businesses.
- Explain the role of the interviewer before the interview.
- Advise businesses on the legal requirements of an employment contract

[40]

QUALITY OF PERFORMANCE

CONTENT DETAILS FOR TEACHING, LEARNING AND ASSESSMENT PURPOSES

QUALITY

Learners must be able to:

- Define the following concepts:
 - Quality
 - Quality control
 - Quality assurance
 - Quality management
 - Quality performance
 - Quality management systems
- Explain/Differentiate/Distinguish between quality control and quality assurance.
- Explain/Differentiate/Distinguish between quality management and quality performance.
- Explain/Discuss the advantages/benefits of a good quality management system.
- Explain/Discuss how quality of performance can contribute to the success and/or failure of each business function.
- Outline the quality indicators for each business function.



TOTAL QUALITY MANAGEMENT (TQM)

- Elaborate on the meaning of TQM.
- Define/Identify the following TQM elements from given scenarios/statements:
 - Continuous skills development/Education and training
 - Total client/customer satisfaction
 - Continuous improvement of processes and system
 - Adequate financing and capacity
 - Monitoring and evaluation of quality processes
- Explain/Discuss/Analyse/Evaluate the impact of the above stated TQM elements on large businesses.
- Explain how businesses can apply the PDCA model/steps to improve the quality of products.
- Explain the role/importance of quality circles as part of continuous improvement to processes and systems.
- Explain/Discuss the impact of TQM if poorly implemented by businesses.
- Explain/Recommend/Suggest ways in which TQM can reduce the cost of quality.

ACTIVITY 1

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

1.1.1 Ockert Manufacturers applied quality ... when they measured the total output of each department against specified standards.

- A. control
- B. assurance
- C. performance
- D. management

1.1.2 Checks carried out during and after the production process.

- A. Quality control
- B. Quality assurance
- C. Quality performance
- D. Quality management

1.1.3 Can be used for accountability within each of the business functions.

- A. Quality control
- B. Quality assurance
- C. Quality performance
- D. Quality management

1.1.4 The ... function ensures reliable capturing and storing of information.

- A. purchasing
- B. human resource
- C. administration
- D. production

- 1.1.5 Aziza Manufacturing Ltd uses ... to reduce the cost of redundancy in the long run.
- A. quality performance
 - B. quality management systems
 - C. quality management
 - D. quality circles
- 1.1.6 The implementation of change on a wider scale by Themba Constructions is referred to as the ... step of the PDCA model.
- A. act
 - B. plan
 - C. do
 - D. check
- 1.1.7 The model applied by the businesses to improve the quality of goods.
- A. Quality assurance
 - B. Quality management systems
 - C. Quality control
 - D. PDCA
- 1.1.8 This function is responsible for ensuring that products meet customer's requirements by being safe, reliable, and durable.
- A. Marketing
 - B. Financial
 - C. Purchasing
 - D. Production
- 1.1.9 This is regarded as a framework that businesses uses to manage key organisational processes.
- A. Quality management systems
 - B. Quality performance
 - C. Quality management
 - D. Quality
- 1.1.10 Quality ... solve problems related to quality and implement improvements.
- A. indicators
 - B. circles
 - C. management
 - D. assurance
- 1.1.11 Khaya Projects Limited can afford to use the services of the quality circles to stay ahead of their competition. This is an example of ... as a TQM element.
- A. continuous improvement to processes and systems
 - B. adequate financing and capacity
 - C. continuous skills development
 - D. total client satisfaction

- 1.1.12 Businesses utilise machinery and equipment optimally in the ... function.
- A. purchasing
 - B. production
 - C. marketing
 - D. administration
- 1.1.13 KB Manufacturers have regular control checks and procedures in place to prevent product defects. This refers to ... as a total quality management element.
- A. adequate financing and capacity
 - B. continuous skills development
 - C. monitoring and evaluation of quality processes
 - D. total client satisfaction
- 1.1.14 Astra Limited implements continuous skills development as a total quality management (TQM) element when ...
- A. applying procedures to reduce defects in machinery.
 - B. using the human resources department to address training needs.
 - C. sharing their strategies with competitors.
 - D. offering trained employees better incentives.
- 1.1.15 Berry Construction uses modern production technology to ensure their products are in line with the latest innovations. It is an example of ... as an TQM element.
- A. continuous skills development
 - B. adequate financing and capacity
 - C. monitoring and evaluation of quality processes
 - D. continuous improvement of processes and systems

1.2 Complete the following statements by using the word(s) provided in the list below. Write only the word(s) next to the question numbers (1.2.1 – 1.2.10) in the ANSWER BOOK.

performance; ...assurance;... plan; ...human resources; ...quality assurance;... quality management systems;... control; ...quality; ...marketing;... do; ...quality control;... management.
--

- 1.2.1 The framework that businesses use to implement key processes to ensure that correct standards are met, is known as...
- 1.2.2 Quality ... can be obtained if the required standards have been met at every stage of the process.
- 1.2.3 This function is responsible for winning customers by satisfying their needs.
- 1.2.4 Monwa Plastics continuously revise their processes to improve the quality of their products. This is known as the ... step in the PDCA model.
- 1.2.5 Shesha Constructions implements quality ... by using tools and techniques to improve the quality of their products.

(5X2)(10)

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

Write only the letter (A-J) next to the question numbers (1.3.1 to 1.3.5) in the ANSWER BOOK
e.g 1.3.6 K

COLUMN A	COLUMN B
1.3.1 Total quality management	A. Can be obtained if all business functions work together.
1.3.2 Adequate financing and capacity	B. large businesses conduct research on the latest developments to ensure planning is updated.
1.3.3 Quality management	C. ensures full involvement of all employees to satisfy customer's needs.
1.3.4 Total client/customer satisfaction	D. large businesses conduct market research to evaluate the needs of buyers.
1.3.5 Public relations function	E. large businesses can afford to put systems in place to prevent defects in products.
	F. can be used for accountability in each of the business functions.
	G. provides regular press releases to the community.
	H. ensures that customers' needs are met according to standardised specifications.
	I. large businesses may prevent effective training due to poor communication.
	J. provides reliable data to management timeously

(5X2) (10)

ACTIVITY 2

- 2.1 Differentiate between quality management and quality performance. (4)
- 2.2 Read the scenario below and answer the questions that follow.

MAHOMAD TRADING (MT)

Mohamad Trading is known for selling quality products to different outlets. MT differentiates its products to attract more customers. MT ensures that documentation is kept neatly in a safe place.

- 2.2.1 Identity TWO business functions that are applicable to MT. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.2.1

BUSINESS FUNCTIONS	MOTIVATIONS

(6)

2.2.2 Explain other TWO quality indicators of business function not mentioned in QUESTION 2.2.1. (6)

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

NATTO PRODUCTION (NP)

Natto Production specialises in the manufacturing of building materials. NP ensures that productivity increases through proper time management. They set direction and establish priorities for their business. NP has a competitive advantage over its competitors.

2.3.1 Quote TWO benefits of a good quality management system from the scenario above. (2)

2.3.2 Discuss other benefits of a good quality management system. (6)

2.4 Recommend ways in which the following business function quality indicators could contribute to the success of the business:

2.4.1 Production (4)

2.4.2 Human resources function. (4)

2.5 Elaborate on the meaning of total quality management (TQM). (4)

2.6 Outline the advantages of continuous skills development as a TQM element on large business. (6)

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

TSHEPO MANUFACTURERS

Tshepo Manufacturers is a large business that manufactures a variety of cars. TM has sufficient capital to test everything before implementing. They can afford to use the services of the quality circles to stay ahead of their competitors.

2.7.1 Identify TWO TQM elements implemented by TM. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.7.1

TQM ELEMENTS	MOTIVATIONS
1.	
2.	

(6)

2.7.2 Discuss the impact of ONE of the TQM elements identified in QUESTION 2.7.1. (6)

2.8 Explain how businesses can apply the PDCA model/steps to improve the quality of products. (6)

2.9 Advise businesses on the impact of TQM if poorly implanted. (6)

ACTIVITY 3.1

The effective implementation of quality control and quality assurance enable them to achieve their objectives. Many businesses realise that the correct implementation of total quality management/TQM can reduce the cost of quality. Others argue that monitoring and evaluating quality processes and total client satisfaction help them produce high quality products. Quality circles play an important role in improving businesses processes

Write an essay on total quality management in which you include the following aspects:

- Outline the differences between quality control and quality assurance.
- Explain ways in which TQM can reduce the cost of quality.
- Discuss the impact of the following TQM elements on large-on-large businesses.
 - Monitoring and evaluating quality processes
 - Total clients/Customer satisfaction
- Advise businesses on the role of quality circles as part of continuous improvement to processes and system.

[40]

ACTIVITY 3.2

The financial function plays an important role in the smooth operation of business activities. The correct implementation of quality processes enables businesses to enjoy the benefits of a good quality management system. Large businesses know the importance of implementing the total quality management (TQM) elements in order to reduce the cost of quality.

Write an essay on quality of performance in which you include the following aspects:

- Outline the quality indicators of the financial function.
- Explain the benefits of a good quality management system.
- Discuss the impact of the following TQM elements on large businesses:
 - Continuous skills development / Education and training
 - Adequate financing and capacity
- Suggest ways in which total quality management (TQM) can reduce the cost of quality.

[40]



PAPER 2

Learners should be able to:

LEADERSHIP AND MANAGEMENT

- Define/Elaborate on the meaning of leadership and management.
- Differentiate/Distinguish between leadership and management.

LEADERSHIP STYLES

- Outline the differences/Differentiate/Distinguish between the following leadership styles:
 - o Democratic
 - o Autocratic
 - o Laissez-faire/Free-reign
 - o Charismatic
 - o Transactional
 - o Transactional
- Identify the leadership styles from given scenarios/case studies and motivate answers.
- Discuss/Evaluate/Analyse the impact (including positives/advantages and/or negatives/disadvantages) of each leadership style.
- Suggest/Recommend situations in which each leadership style can be applied in the workplace.

LEADERSHIP THEORIES

- Discuss/Explain the following theories of management and leadership:
 - o Leaders and followers
 - o Situational leadership
 - o Transformational leadership/Transitional leadership
- Identify the above-stated leadership theories from given scenarios/statements.
- Explain/Discuss the role of personal attitude in successful leadership.
- Identify the role of personal attitude in successful leadership from given scenarios/case studies.

ACTIVITY 1

1.1 Various options are provided as possible answers to the following questions. Write down the question number (1.1.1–1.1.5) choose the correct answer and write only the letter (A–D) of your choice in the ANSWER BOOK.

1.1.1 Businesses have ... who guides the behaviour in the workplace.

- A leaders
- B managers
- C transformational theorists
- D leaders and followers theorists

1.1.2 The ... leadership style uses charm to influence his/her followers.

- A transactional
- B autocratic
- C democratic



D charismatic

1.1.3 Business owner applied the ... leadership style when she used her personality to motivate her employees to work hard.

A democratic

B autocratic

C charismatic

D transactional

1.1.4 The... leadership style is not suitable for teamwork, because of team members can be punished.

A charismatic

B transactional

C democratic

D autocratic

1.1.5 The ... leadership theory is suitable for a dynamic environment, where change could be drastic.

A. transformational

B. transactional

C. leaders and followers

D. situational

(4x2) (8)

ACTIVITY 2

2.1 Elaborate on the meaning of management. (2)

2.2 Outline the differences between management and leadership (4)

2.3 Identify the leadership style applied by Champion Sands in EACH statement below.

2.3.1 Employees are allowed to make their own decisions as long as they do not violate the company's policies. (2)

2.3.2 Employees are requested to give inputs during planning sessions. (2)

2.3.3 Employees are rewarded for meeting deadlines and punished for not meeting deadlines. (2)

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

RIVER FLOW (RF)

Daniel, the owner of River Flow, applies the democratic leadership style in managing his employees. Expert in selling vision and achieve excellent results. He has a positive attitude and knows that there is always more to learn. Daniel models the behaviour that he wants to see in his followers.

2.4.1 Quote TWO roles of personal attitude in successful leadership by Daniel in the scenario above. (2)

2.4.2 Discuss other roles of personal attitude in successful leadership. (6)

2.5 Suggest the differences between the democratic leadership style and the autocratic leadership style. (4)

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

VEE FENCING (VF)

Vee Fencing produces industrial fences in KZN. Andrew motivated his employees as he energetic and inspiring.

2.6.1 Identify the leadership style that is applicable to the scenario above. (2)

2.6.2 Evaluate the impact of the leadership style identified in QUESTION 2.6.1. (6)

2.7 Suggest situations in which the transactional leadership style can be applied in the workplace. (6)

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

NATIONAL PERFUMES (NP)

National Perfumes produce different types of oily perfumes. NP encourages employees to work hard by issuing rewards within the business. The business also believes in leaders and followers leadership theory.

2.8.1 Identify the leadership style used by National Perfumes. Motivate your answer by quoting from the scenario above. (3)

2.8.2 Describe *leaders and followers* as the leadership theory. (6)

ACTIVITY 3.1

Businesses have realised that they need both management and leadership skills for successful business ventures. They are also agree that personal attitude plays an important role in promoting a good team spirit. Leaders may also consider the laissez-faire/free reign leadership styles on businesses in managing subordinates. The situation in which the laissez faire leadership style could be applied in the workplace must be known by management.

Write an essay on the following aspects:

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

[40]

ACTIVITY 3.2

Successful businesses believe that autocratic and democratic leadership styles form an integral part of their success. Others argue that transformational leadership theory plays an important role in shaping a leader. Transactional leadership style brings success in businesses. Businesses agree that democratic leadership style is important.

Write an essay on the following aspects:

- Outline the differences between autocratic and democratic leadership styles.
- Explain the transformational leadership theory.
- Discuss the impact of transactional leadership style on businesses.
- Suggest situations in which the democratic leadership styles can be used.

[40]

INVESTMENT SECURITIES

Learners must be able to:

- Outline/Explain/Discuss the functions of the JSE.
- Outline/State/Describe/Explain/Discuss the following factors that should be considered when making investment decisions:
 - Return of investment (ROI)
 - Risk
 - Investment term/period
 - Inflation rate
 - Taxation
 - Liquidity
- Explain/Discuss the various types of investment opportunities and their risk factors:

- Mutual funds/Stokvel
- Managed portfolio
- Venture capital
- 32-day notice account
- Debentures
- Endowment/Retirement annuities
- Explain/Discuss/Analyse/Evaluate (positives/advantages and/or negatives/disadvantages) of the following forms of investment:
 - Government/RSA retail savings bonds
 - Unit trusts
 - Shares
 - Fixed deposit
- Identify the following types of shares from given scenarios/statements:
 - Ordinary shares
 - Preference shares
 - Bonus shares
 - Founders shares
- Name/Outline/Explain/Discuss types of preference shares.
- Outline the rights of ordinary and preference shareholders.
- Differentiate/Distinguish between ordinary and preference shares
- Define/Explain the meaning of debentures, dividends, capital gain, simple interest and compound interest.
- Differentiate/Distinguish between simple interest and compound interest.
- Calculate simple and compound interest from given scenarios.
- Recommend the best investment option based on the calculations.

ACTIVITY 1

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

1.1.1 This type of shares has no special rights and may earn higher dividends

- A. Preference
- B. Ordinary
- C. RSA Retail Savings Bonds
- D. Unit trusts

1.1.2 The ... is given by an investor to an entrepreneur to expand a business in return to have a share in the expanded business.

- A. venture capital
- B. retirement annuity
- C. managed portfolio
- D. 32-day notice account

1.1.3 This form of investment chosen by Amos, is managed by a fund manager who buys shares from the Johannesburg Security Exchange.

- A. RSA Retail Savings Bonds
- B. Shares



- C. Unit trusts
- D. Fixed deposits

1.1.4 This type of investment opportunity is issued to public to raise capital

- A. Managed portfolio
- B. 32-days' notice account
- C. Fixed deposit
- D. Debentures

1.1.5 Rozette invested an amount of R40 000 in a fixed deposit at 10% compound interest per annum for two years with Maropeng Bank. Rozette will receive ... as interest after two years

- A. R48 000
- B. R8 400
- C. R48 400
- D. R8 000

1.1.6 A written invitation to the public to buy shares is known as a/an...

- A. agreement
- B. certification of registration
- C. memorandum of incorporation
- D. prospectus

1.1.7 The shareholders of ... preference shares are compensated for past unpaid dividends due to low profits

- A. participation
- B. redeemable
- C. cumulative
- D. convertible

1.1.8 The principal amount includes all interest accumulated during past periods when calculating the ... earned.

- A. compound interest
- B. capital gain
- C. simple interest
- D. fixed interest

1.1.9 Phillipine should have a minimum of R500 to invest in ...

- A. RSA retail saving savings bonds.
- B. unit trusts
- C. shares
- D. fixed deposit



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

- A. ordinary
- B. bonus
- C. preference
- D. founder's

- 1.1.11 This factor needs to be considered before making investment decision.
- A. Strength
 - B. Shares
 - C. Liquidity
 - D. Reports
- 1.1.12 Sipho will receive a pre-determined amount invested in ... when he reaches a certain age.
- A. fixed deposit
 - B. stokvel
 - C. retirement annuity
 - D. managed portfolio
- 1.1.13 Companies issue ... shares as compensation for unpaid dividends.
- A. founders
 - B. bonus
 - C. preference
 - D. ordinary
- 1.1.14 Issued to the founders and incorporators of the company.
- A. Founders' shares
 - B. Bonus shares
 - C. Ordinary shares
 - D. Preference shares
- 1.1.15 Shareholders are the last to be paid, if the company is declared bankrupt or liquidated.
- A. Stokvel
 - B. Capital gain
 - C. Preference shares
 - D. Ordinary shares
- 1.1.16 These types of shares receive dividends regardless of whether the profit is made or not.
- A. Preference shares
 - B. Founders' shares
 - C. Debentures
 - D. Capital
- 1.1.17 Current interest is calculated on the capital amount plus previous interest earned.
- A. Debenture
 - B. Simple
 - C. Compound
 - D. Loan
- 1.1.18 A number of investments pooled together into a portfolio that is managed by an expert. This refers to ...
- A. RSA Retail Savings Bonds
 - B. fixed deposit
 - C. shares



D. unit trusts

1.1.19 Themba bought shares at R50 each from Tin mobile three years ago. The shares are now worth R200. The return on investment is called ...

- A. profit
- B. bonus
- C. dividends
- D. capital gain

1.1.20 The principal amount remains the same for the duration of the investment period when calculating ... earned.

- A. simple interest
- B. capital gain
- C. compound interest
- D. dividends

1.1.21 The function of the Johannesburg Securities Exchange is to...

- A. encourages old investments
- B. provides protection for investors
- C. encourages long-term investment
- D. Acts as a link between investors and public companies

1.1.22 The return on investment should be higher than the ... rate

- A. inflation
- B. economic
- C. interest
- D. budget

1.1.23 An investment opportunity that encourage people to save each month for a specific reason.

- A. Fixed property
- B. Managed portfolio
- C. Mutual funds/Stokvels
- D. Debentures

1.1.24 The shareholders vote under special circumstances at the AGM.

- A preference
- B ordinary
- C RSA Retail Savings Bonds
- D unit trusts

(24x2)(48)

1.2 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1 – 1.2.8) in the ANSWER BOOK.

debentures;...simple;... retirement annuities;... inflation;...RSA Retail Savings Bond;... ordinary; ...National Treasury of South Africa; ...unit trust; fixed deposit; ...convertible; premium;... compound; liability policies;... Johannesburg Securities Exchange;... preference;... non-convertible; ...liquidity; ...stokvel

- 1.2.1 It is easy to cash in on ... when an investor needs money.
- 1.2.2 Teko Limited issued ... to raise borrowed capital from the public.
- 1.2.3 Tony earned ... interest calculated on the principal amount and accumulated interest.
- 1.2.4 An investor can only withdraw money from ... when he/she reaches a certain age.
- 1.2.5 The shareholders of ... shares are the last to be paid when the company is declared bankrupt.
- 1.2.6 A minimum of R500 must be invested in this form of investment.
- 1.2.7 The ... preference shares cannot be converted into ordinary shares.
- 1.2.8 A/An... is used to describe the ease and speed with which the investment can be converted into cash.

(8x2) (16)

1.3.1 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A-J) next to the question number (1.3.1 -1.3.5)

COLUMN A	COLUMN B
1.3.1 Bonus shares	A. a market trading shares comprising of all the private companies.
1.3.2 non-redeemable preference shares	B. Informal savings to which a relatively small group of people contribute.
1.3.3 debenture	C. Receive dividends regardless of whether the profit is made.
1.3.4 Founders shares	D. Issued as compensation for unpaid dividends.
1.3.5 simple interest	E. a formal market trading in share comprising of all the public companies that have been listed.
1.3.6 Stokvel	F. Only receive dividends when profit is made
1.3.7 Johannesburg Securities Exchange	G. Interest earned on the principal amount invested.

1.3.8 RSA Retail Savings Bond	H. Shares can be bought back at the option of issuing company, either at a fixed price on a specified date.
1.3.9 Dividends	I. It is a return on call deposit
1.3.10 Capital gain	J. Money used to buy shares
	K. Shares are only bought back when the company closes for reasons other than bankruptcy.
	L. The return on investment on fixed deposit.
	M. Issued to raise borrowed capital from the public.
	N. The government offer SA citizens the opportunity to invest
	O. Issued as compensation to promoters of the company.
	Q. Interest earned on the principal amount as well as interest earned.
	R. The business offer SA citizen an opportunity to invest.
	S. The return on investment in shares
	T. It is a formal saving scheme to which a relatively small group of people contribute.
	U. It is a return on property

(10x2)(20)

ACTIVITY 2

- 2.1 Name FOUR factors that should be considered when making investment decisions. (4)
- 2.2 Read the scenario below and answer the questions that follow.

TAM BED & BREAKFAST (TBB)

Tam Bed & Breakfast offers a variety of services to local people and tourist. TB instructed a financial advisor to manage her various investments/assets in one basket. TB also chose an investment opportunity where money cannot be withdrawn and added during the period of the deposit.

2.2.1 Identify TWO investment opportunities chosen by TBB. Motivate your answer by quoting from the scenario above. (6)

Use the table below as a GUIDE to answer QUESTION 2.2.1

	INVESTMENT OPPORTUNITIES	MOTIVATIONS
1		
2		

2.2.2 Explain the risk factors of the investment opportunity named in QUESTION 2.2.1 (4)

2.3 Discuss any other TWO investment opportunities.

2.4 Identify the type of shares represented by EACH statement below.

2.4.1 Shares are issued to existing shareholders as compensation for unpaid dividends.

2.4.2 Shareholders receive dividends regardless of whether a profit is made.

2.4.3 Shares are issued to shareholders who started the company.

2.4.4 Shareholders may receive higher dividends when the company has made large profits.

(4x3) (8)

2.5 Outline the rights of ordinary shareholders. (6)

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

KATLEGO SERVICES

Katlego Services has decided to invest some of the profit. KS chose an investment where it can earn interest twice a year. She also chose another investment where it will be easy to cash in when an investor needs money.

2.6.1 Identify TWO forms of investment chosen by Katlego. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.6.1

FORMS OF INVESTMENTS	MOTIVATIONS
1.	
2.	

(6)

2.6.2 Discuss the impact of each of forms of investments identified in QUESTION 2.6.1 (4)

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

LERATO INVESTMENTS (LM)

Lerato investment invested R100 000 in a fixed deposit for three years. The bank offered her interest at a rate of 15% per annum. She would earn interest on the original amount invested as interest accrued from previous periods.

2.7.1 State the type of interest offered to Lerato by the bank. Motivate your answer by quoting from the scenario. (3)

2.7.2 Calculate the amount of interest Lerato will receive after two years. Show all the workings. (4)

ACTIVITY 3

The Johannesburg Securities Exchange (JSE) provides different financial prospects to investors. Investors must have a comprehensive understanding of the different types of investment opportunities and their risk factors. Government/RSA Retail Savings Bonds is one of the most preferred forms of investment, however, some also invest preference shares.

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

- Outline the functions of the Johannesburg Securities Exchange (JSE).
- Explain the following types of investment opportunities and their risk factor:
 - Debentures
 - Venture capital
- Discuss the impact of Government / RSA Retail Savings Bonds as a form of investment.
- Advise businesses on the right of preference shareholders.

[40]

INVESTMENT INSURANCE

Learners must be able to:

- Define/Elaborate on the meaning of insurance.

NON-COMPULSORY INSURANCE

- Explain/Elaborate on the meaning of non-compulsory insurance.
- Explain/Elaborate on the meaning of the following insurance concepts:
 - Over-insurance
 - Under-insurance
 - Average clause
 - Reinstatement
 - Excess
- Explain the differences between over and under insurance.
- Differentiate/Distinguish between insurance and assurance. Give examples.
- Name/Give examples of short term and long-term insurance.
- Name/Explain/ Discuss the following principles of insurance:
 - Indemnification/Indemnity

- Security/Certainty
- Utmost good faith
- Insurable interest
- Apply the average clause to calculate the compensation in the case of under-insurance.
- Explain/Discuss the advantages/importance of insurance.
- Explain the meaning of insurable and non-insurable risks.
- Outline/Give examples of insurable and non-insurable risks.

COMPULSORY INSURANCE

- Explain/Elaborate on the meaning of compulsory insurance.
- Explain/Differentiate/Distinguish between compulsory and non- compulsory insurance and give examples.
- Discuss/Explain types of compulsory insurance e.g., Unemployment Insurance Fund (UIF), Road Accident Fund (RAF)/Road Accident Benefit Scheme (RABS)/Compensation for Occupational Injuries and Diseases Fund (COIDA).
- Explain the types of benefits paid out by the UIF.
- Keep abreast of the changes in legislation from time to time e.g., the RAF is currently changing to the RABS (Road Accident Beneficiary Scheme).

ACTIVITY 1

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number.
- 1.1.1 Thrums Traders insured their building for R80 000. The actual value of the building is R100 000. Damages caused by fire amounted to R50 000. What will be the compensation for the loss?
- A. R100 000
 - B. R80 000
 - C. R62 500
 - D. R40 000
- 1.1.2 ZHK Limited insured the business property for R900 000 while its value is R700 000. The property is ...
- A under-insured
 - B over-insured
 - C less insured
 - D proportionally insured
- 1.1.3 Insurance companies apply the average clause is applied when goods are ...
- A not insured
 - B over-insured
 - C under-insured
 - D proportionally insured
- 1.1.4 Insurance companies will reinstate the insured is when goods are ...
- A under-insured
 - B proportionally insured
 - C less insured
 - D over-insured



- 1.1.5 The insured is required to pay a certain amount when lodging a claim with the insurance. This is known as a/an ...
- A. excess
 - B. interest
 - C. book value
 - D. premium
- 1.1.6 The insured will receive a lump sum upon reaching a specific age. This refers to the insurance principle of ...
- A. Indemnification
 - B. Insurability
 - C. Security
 - D. Utmost good faith
- 1.1.7 Mr Mbatha, the insured must pay a certain amount when a claim is lodged.
- A. Excess
 - B. Premium
 - C. Book value
 - D. Interest
- 1.1.8 PM insurers applied the principles of ... when they compensated Gerald Trading for losses incurred due to a burglary.
- A. utmost good faith
 - B. indemnification
 - C. security
 - D. insurable interest
- 1.1.9 Mandisa catering's employees claimed from the ... fund during the Covid-19 level lockdown.
- A. Unemployment insurance
 - B. Compensation for injuries and diseases
 - C. Road accident
 - D. Compensation
- 1.1.10 Life assurance forms part of ... insurance.
- A. non-compulsory
 - B. compulsory
 - C. fire
 - D. burglary
- 1.1.11 An example of non-insurable risks is ...
- A. changes in fashion
 - B. loss of assets
 - C. natural disasters
 - D. theft



1.1.12 This is an example of UIF benefit.

- A. Insurance
- B. Wellness
- C. Illness
- D. Medical

1.1.13 Employees may receive these benefits if they are unable to work for 14 days without receiving a salary.

- A. Unemployment
- B. Illness
- C. Maternity
- D. Adoption

1.1.14 It when an item is insured for more than the actual market value.

- A. Under insurance
- B. Insurance
- C. Over insurance
- D. Life cover

1.1.15 The spouse of the deceased may claim whether he/she is employed or not

- A. Adoption
- B. Maternity
- C. Dependents
- D. Leave benefit

1.1.16 Thandi insured his house for R900 000 despite its market value of 1 million. The cost of the fire damage is R12 000. Thandi will receive ... as compensation.

- A. R13 333
- B. R1 080
- C. R10800
- D. R1 333

1.2 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1 – 1.2.8) in the ANSWER BOOK.

reinstatement; excess...non-compulsory insurance;... money in transit;
...premium; under insured; ...changes in fashion; ...over insured;
...average; ...compulsory insurance

- 1.2.1 The insurer requested Sue Stores to first pay an amount of R3 000 as a ... payment when claiming for damages to their vehicle.
- 1.2.2 Solutions insurers will not insure ... as the risk is too high.
- 1.2.3 The insured will be reinstated in the event of the property being ...
- 1.2.4 Risks that are regulated by the government and do not require insurance contract form part of ...
- 1.2.5 Auto Insurance Ltd applies the ... clause when goods are insured for less than their market value.

1.3.2 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A-J) next to the question number (1.3.1 -1.3.5) in

COLUMN A	COLUMN B
1.3.1 Non-compulsory insurance	A applies to long term insurance
1.3.2 Assurance	B applicable when goods are over insured
1.3.3 Indemnification	C Businesses can voluntarily choose to enter an insurance contract against theft.
1.3.4 Reinstatement	D based on the principle of certainty
1.3.5 Road Accident Fund/ RABS	E fund to compensate employees for injuries and diseases incurred at work.
	F applies to short term insurance
	G based on the principle of indemnity
	H Businesses are forced by law to contribute to Unemployment Insurance Fund.
	I fund to compensate drivers of vehicles against claims by persons injured in vehicle accidents
	J applicable when goods are ‘

ACTIVITY 2

- 2.1 Define the term *insurance* and give THREE examples of insurable risks. (5)
- 2.2 Explain the meaning of excess as an insurance concept. (4)
- 2.3 Elaborate on the meaning of *reinstatement* (4)
- 2.4 Read the scenario below and answer the questions that follow:

ZIYANDA TRADERS (ZT)

Ziyanda Traders is well known for selling quality products. Ziyanda, the owner, wants to insure his business property against changes in fashion, fire, improvements in technology and theft.

2.4.1 Name TWO examples of insurable and non-insurable risks in the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.4.1

INSURABLE RISKS	NON-INSURABLE RISKS
1	1
2	2

(6)

2.4.2 Explain the meaning of *insurable* and *non-insurable risks*. (4)

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

JENNY AUDITORS (JA)

Jenny Auditor own a business property valued at R1 000 000. JA insured their property with Pro-Cover Insurers for R800 000. A fire in the office caused damages of R30 000. JA had to first pay R1000 before receiving a compensation from Pro-Cover Insurers.

2.5.1 Identify the insurance clause applied by the insurance company in the scenario above. (2)

2.5.2 Calculate the amount that Pro-Cover Insurers will pay to JA to cover damages. Show ALL calculations. (4)

2.5.3 Name the insurance concept that is used to explain the reason why JA must first pay R1000 before they receive compensation from the insurance. (2)

2.6 Elaborate on the meaning of excess (4)

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

2.7.1 Nathalie broke her leg when her car collided with another car and she is demanding compensation. (2)

2.7.2 Piet lost his job due to retrenchment, and he is claiming compensation from the Department of Labour. (2)

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

MVELO LIMITED (ML)

The management of Mvelo Limited insured their business property with Seiko Insurers. ML disclosed everything that may affect the extent of the risk. ML also proved that they would suffer a financial loss if the property is damaged. Seiko Insurers agreed to compensate the insured for damages specified in the insurance contract.

2.8.1 Identify THREE principles of insurance applicable to the scenario above. Motivate your answer by quoting from the scenario. (9)

Use the table below as a GUIDE to answer QUESTION 2.8.1

PRINCIPLES OF INSURANCE	MOTIVATIONS
1	
2	
3	

2.8.2 Discuss the other principle of insurance. (3)

ACTIVITY 3

Businesses are required to make a clear distinction between insurance and assurance for future financial planning. A sound knowledge of different types of compulsory insurance is important for business. Businesses receive the benefits of insurance when they successfully apply the insurance principle.

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

- Outline the differences between insurance and assurance.
- Explain the THREE types of compulsory insurance.
- Discuss the advantages of insurance for businesses.
- Advise businesses on COIDA as a type of insurance.

BUSINESS ROLES

CREATIVE THINKING AND PROBLEM SOLVING

SECTION A

- 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 Nishani Trading applied the ... when they requested a panel of experts to solve their complex business problems.
- A. force-field analysis
 - B. brainstorming technique
 - C. nominal group technique
 - D. Delphi technique
- 1.1.2 This process is often undertaken by one person, which makes it authoritarian.
- A. Analysing
 - B. Brainstorming
 - C. Decision-making
 - D. Problem-solving
- 1.1.3 Shani was requested by directors of the Dido Bakery to facilitate a change in the production of bread this is known a/as ... problem-solving technique.
- A. force-field analysis
 - B. brainstorming
 - C. nominal group
 - D. delphi

- 1.1.4 During the monitoring of the implemented solution businesses need to...
- A. check if progress is made in line with the objectives of the action plan.
 - B. arrange resources and delegate tasks
 - C. test the solution
 - D. define the causes of the problem
- 1.1.5 Businesses need to use creative strategies to generate a wide range of solutions when ...
- A. identifying the problem
 - B. identifying solutions to the problem
 - C. developing an action plan
 - D. monitoring the action plan.
- (2X5)(10)**

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

nominal-group; ...decision making ,force-field;...creative thinking, ...problem solving, ... , problem solving techniques ,...delphi, ...brainstorming

- 1.2.1 Business experts that use the ... technique do not have to be in one place.
- 1.2.2 When using ... a time limit is set for each session.
- 1.2.3 Gathering facts on problem finding and problem shaping is known as...
- 1.2.4 Businesses use ... to solve business related problems. **(2X4)(8)**

ACTIVITY 2

- 2.1 Name any FOUR problem-solving steps. (4)
- 2.2 Outline the meaning of creative thinking. (4)
- 2.3 Identify the problem-solving technique applied by Rakeel Stores in EACH statement below:
- 2.3.1 Rakeel Stores requested their employees to make suggestions randomly aloud in a large group. (2)
- 2.3.2 All members of the group randomly make suggestions. (2)
- 2.4 Discuss any TWO problem solving steps. (6)

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

CHICO CONSULTANTS (CC)

Chico consulting is the business that provide financial solutions. CC requested a panel of experts to solve their complex business problem by completing a questionnaire. CC also decided that each employee should silently generate ideas before sharing them with their colleagues.

2.5.1 Identify TWO problem-solving techniques applied by CC. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.5.1.

PROBLEM SOLVING TECHNIQUES	MOTIVATIONS
1.	
2.	

(6)

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

PETFOOD INC (PI)

Petfood Incorporated is experiencing an increase in employee turnover. PI requested all members of the group to randomly make suggestions.

2.6.1 Identify the problem-solving technique applied by PI in the scenario above. (2)

2.6.2 Explain other ways in which PI can apply the problem-solving technique identified in QUESTION 2.6.1. (4)

2.7 Discuss the advantages of Delphi problem-solving technique for businesses. (6)

2.8 Read the scenario below and answer the questions that follow

AVA SOLUTIONS (AS)

Ava Solutions is a business that specialises in deep-cleaning. AS has trained staff in innovative techniques. They are able to solve complex business problems. The employees at AS are rewarded for creativity and hard-work.

2.8.1 Quote TWO ways businesses can stimulate creative thinking in the workplace. (2)

2.8.2 Explain other ways in which businesses can stimulate creative thinking in the workplace. (6)

2.9 Advise businesses on the benefits of creative thinking in the workplace. (6)

ACTIVITY 3.1

Businesses need to identify problems that affect their operations in order to make informed decisions. They must also create an environment that promotes creative thinking to enjoy the benefits of creativity in the workplace. The nominal group technique and brain storming technique enable businesses to solve complex business problems.

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

- Outline the differences between problem-solving and decision-making.
- Explain ways in which businesses can create an environment that promotes creative thinking in the workplace.
- Discuss the advantages of creative thinking.
- Advise businesses on how they could apply the following problem-solving techniques to solve complex business problems:
 - Nominal Group technique
 - Brain Storming technique.

[40]

ACTIVITY 3.2

Creative thinking is needed to solve business problems. All the relevant steps problems to make proper decisions. A clear understanding of problem-solving steps is essential to take decisions Businesses must use experts to research business challenges. Force-field analysis is used to evaluate changes in businesses.

Write an essay on creative thinking and problem solving using the following headings:

- Outline the differences between problem solving and decision making.
- Explain any problem-solving steps.
- Discuss the impact of Delphi problem solving technique.
- Advise businesses on applying the Force-field analysis problem solving techniques.

ETHICS AND PROFESSIONALISM

Learners should 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.
- Explain how businesses can apply the King Code principles of transparency, accountability and responsibility for good corporate governance to improve ethical business conduct.
- 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.
- 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.

ACTIVITY 1

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (1.1.1–1.1.5) e.g. 1.1.6 D next to the question number.
- 1.1.1 Hassan Ltd educated their employees on the effects of fraud when dealing with ... type of unprofessional business practice.
- A Abuse of worktime.
 - B sexual harassment
 - C Unauthorised use of workplace funds and resources
 - D Unfair advertising
- 1.1.2 Employees at Berry Co. usually take long lunch breaks. This is an example of ... as a type of unprofessional business practice.
- A Insubordination
 - B abuse of worktime
 - C sexual harassment
 - D unauthorised use of business funds and resources.
- 1.1.3 Zane Foods does not follow the correct recruitment procedure when recruiting employees. This is known as ...business practice.
- A Unethical
 - B Ethical
 - C unprofessional
 - D Professional
- 1.1.4 Refers to general behaviour that morally acceptable in society. This describes ...
- A professionalism
 - B ethics
 - C values
 - D responsibility
- 1.1.5 The business uses false information on their products to attract customers.
- B Ethical behaviour
 - C Unfair advertising
 - D Unauthorised use of business funds

(5x2)(10)

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

Write only the letter (A-J) next to the question number (1.2.1 to 1.2.5) in the ANSWER BOOK. e.g., 1.2.6 F

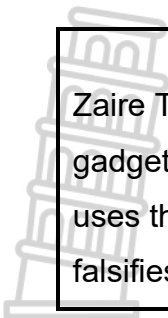
COLUMN A	COLUMN B
1.2.1. Ethical Behaviour	A. The board should ensure that the company's ethics are effectively implemented.
1.2.2. Accountability	B. Behaviour that is suitable profession done for payment.
1.2.3. Transparency	C. Internal and external auditors must be appointed to audit financial statements.
1.2.4. Responsibility	D. draw up a code of conduct.
1.2.5. Sexual Harassment	E. Regular payment of taxes
	F. Superiors who promise employees promotions if they agree to a relationship with them.
	G. The business should develop remedial programmes to protect the environment.
	H. Good use of work time.
	I. Employees spend hours playing video games.
	J. It is expected from every employee in the business.

(5x2) (10)

ACTIVITY 2

- 2.1 Elaborate on the meaning of ethical behaviour. (4)
- 2.2 Give FOUR practical examples of ethical business practice (4)

2.3 Read the scenario below and answer questions that follow.



ZAIRE TECHNOLOGIES (ZT)

Zaire Technologies (ZT) distribute cell phones, tablets, laptops and other gadgets. ZT overpriced their products in rural areas. Sipho, the manager uses the company vehicle to take his kids to school. ZT sometimes falsifies their actual profits in their financial statements.

2.3.1 Identify TWO unethical business practices from the scenario above. (4)

2.3.2 Recommend ways in which business can deal with unethical business practice identified above. (4)

2.4 Differentiate between ethical and professional behaviour. (4)

2.5 Explain how the following unethical business practice can pose a challenge to businesses.

2.5.1. Unfair advertising (4)

2.5.2. Pricing of goods in rural areas (4)

2.5.3. Taxation/ tax evasion (4)

ACTIVITY 3

Managers need to understand the importance of behaving ethically in a business. Good corporate governance is informed by King code principles. Business should implement policies that address sexual harassment and abuse of worktime. Businesses should be conducted in a way that is professional, responsible, ethical and effective.



Write an essay on ethics and professionalism in you explain the following:

- Elaborate on the meaning of professional behaviour.
- Explain how businesses can apply any TWO King code principles for corporate governance to improve ethical business conduct.
- Discuss ways in which businesses could deal with the following unethical business practices:
 - Sexual harassment
 - Abuse of work time

- Recommend ways in which professional, responsible, ethical and effective business practice should be conducted. **[40]**

TEAM PERFORMANCE AND CONFLICT MANAGEMENT

Learners must be able to:

TEAM PERFORMANCE ASSESSMENT

- Outline/Explain/Discuss the following criteria for successful team performance:
 - Interpersonal attitudes and behaviour
 - Shared values
 - Communication
 - Collaboration.
- Identify the above-mentioned criteria from given scenarios/statements.
- Outline/Explain/Discuss the characteristics of successful team performance.
- Identify/Name the following stages of team development from given scenarios/statements:
 - Forming
 - Storming
 - Norming
 - Performing
 - 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.

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.
- Identify/Name the following difficult people/ personalities from given scenarios/statements:
 - Complainer
 - Indecisive
 - Over-agree
 - Negativity
 - Expert
 - Quiet
 - Aggressive

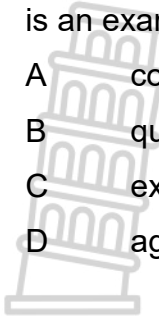
- Suggest/Recommend different ways in which businesses can deal with the above-mentioned difficult people/personalities in the workplace.
- Explain/Suggest different ways in which businesses can deal with difficult employees in the workplace.

ACTIVITY 1

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the correct letter next to the question number. EG 1.1.1 A
- 1.1.1 Silver Sands deals with indecisiveness as a type of difficult personality by:
- A Following up on their actions
 - B Help them make a decision/ solve a problem
 - C Knowing your facts
 - D Allowing them time to speak and blow off
- 1.1.2 Team members come to an agreement and reach a consensus. This is known as the stage of team development.
- A storming
 - B norming
 - C forming
 - D performing
- 1.1.3 Tinkerbelle should be firm and assertive to Teddy when dealing with the...as a type of difficult personality.
- A quiet person
 - B complainer
 - C expert
 - D aggressive person
- 1.1.4 The leader of Premier Solutions provides quality feedback to improve the team morale. This is the application of ... as a criteria for successful team performance.
- A interpersonal attitudes and behaviour
 - B shared value
 - C communication
 - D collaboration

1.1.5 King allows Queen time to speak in an angry manner without attacking her. This is an example of dealing with a/an ... personality

- A complainer
- B quiet
- C expert
- D aggressive



1.1.6 Team dynamic theories help business to...

- A allocate tasks to team members with similar personalities
- B allocate tasks according to the role of each team member
- C establish good relationships with teams
- D promote individual satisfaction.

1.1.7 Leaders delegate and oversee processes and procedures in the ... stage of team development.

- A adjourning
- B performing
- C norming
- D forming

1.1.8 Pinky Boutique deals with negativity as a type of personality by ...

- A listening to them but do not agree with them
- B waiting for their response
- C being firm but do not attack them
- D listening to the complaints but do not acknowledge them

1.1.9 Elisha has lodged a ... against her supervisor for unfair treatment.

- A grievance
- B conflict
- C dispute
- D complaint



1.1.10 A conflict in the workplace can be handled by ...

- A not providing an opportunity to parties to agree to the best solution
- B not analysing the cause of the problem to get clarity
- C allowing blame shifting on the conflicting parties
- D acknowledging there is a conflict between parties in the workplace

ACTIVITY 2

2.1 Identify the criteria for successful team performance applied by Prestige Engineering in EACH statement below:

2.1.1 Team members show respect for the skills of other members.

2.1.2 Team leader gives credit to members for positive contribution.

2.1.3 All team members take part in decision making.

2.1.4 Quality feedback is provided to improve the morale of the team.

(4X2)(8)

2.2 Read the scenario below and answer questions that follow.

NGWADI SOLUTIONS (NS)

Ngwadi Solutions (NS) recently appointed Thabi as a Financial planner, and Rea as a Credit analyst. During team brainstorming, Ms Ngwadi waited for Thabi to respond when it was her turn, and did not accuse Rea of being incorrect on her ideas.

2.2.1 Identify types of difficult personalities NS was dealing with in the scenario above.

Motivate your answer by quoting from the scenario.

(6)

Use the table below as GUIDE to answer question 2.2.1

Type of difficult personality	Motivation
1	
2	

2.3 Read the scenario below and answer questions that follow.

BEAUTY COSMETICS (BC)

Belinda and Linda are supervisors at Beauty cosmetics. They had a misunderstanding in an update meeting. Management decided to arrange a meeting between conflicting parties, and each party had the opportunity to express her own feelings.

2.3.1 Quote TWO steps in handling a conflict from the scenario above.

(2)

2.3.2 Explain other steps businesses can use to handle conflict in the workplace.(6)

2.4 Read the scenario below and answer questions that follow.

DAISY FLORISTS (DF)

Daisy Florist (DF) is a group of florists who have recently established a business that sells fresh flowers and bouquets. During their meeting, they were comfortable with each other.

2.4.1 Identify the stage of development that is applicable to DF. Motivate your answer by quoting from the scenario above. (3)

Use the table below as a GUIDE to answer question 2.4.1

Stage of development	Motivation

2.5 Read the scenario below and answer questions that follow.

BIGGY MOTORS (BM)

Mr Biggy allows female workers to take extended lunch breaks. The management of BM refuses to address the matter. They do not give daily instructions and updates. Workers want to lodge a grievance.

2.5.1 Quote TWO causes of conflict from the scenario above. (2)

2.5.2 Differentiate between grievance and conflict. (4)

2.6 Read the scenario below and answer questions that follow.

ZIGGY CATERING

Ziggy Catering is a group of young chefs offering catering service to functions and events in the neighborhood. The team members pay attention to the needs of individual team members. There is a climate of trust and respect within the team.

2.6.1 Quote TWO characteristics of a successful team from the scenario above. (2)

2.6.2 Explain other THREE characteristics of a successful team. (6)

2.7 Read the scenario below and answer questions that follow.

UKHAHLAMBA DAIRY (UD)

Ukhahlamba Dairy (UD) is a group of farmers who breed dairy cattle for milk production. There is efficient communication between team members which result in quick decision making.

2.7.1 Identify the criterion for a successful team applicable in the scenario above.

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

Use the table below as a GUIDE to answer question 2.7.1

Criterion for a successful team	Motivation

2.7.2 Explain other TWO criteria for a successful team performance. (6)

2.8 Discuss the importance of team dynamic theories in improving team performance.

(6)

ACTIVITY 3

Businesses must be aware of the causes of conflict in the workplace. Teams undergo different stages which needs to be well understood for the growth of the team. The correct procedure must be followed by businesses to address grievances. Business should have measures in place to deal with difficult personalities as it may negatively affect productivity.

Write an essay on team performance assessment and conflict management in which you include the following:

- Outline the causes of conflict in the workplace.
- Explain FOUR stages of team development.
- Discuss the correct procedure to deal with grievance in the workplace.
- Suggest ways in which businesses can deal with difficult employees in the workplace