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KWAZULU-NATAL PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

PROVINCIAL STANDARDISED ASSESSMENT

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GRADE 12

BUSINESS STUDIES P2

PREPARATORY EXAMINATION

SEPTEMBER 2026

MARKS: 150

TIME: 2 hours

This question paper consists of 10 pages.

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INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

1. This question paper consists of THREE sections.

   SECTION A: COMPULSORY

   SECTION B: Consists of THREE questions. Answer any **TWO** of the three questions in the section.

   SECTION C: Consists of TWO questions. Answer any **ONE** of the two questions in this section.

2. Read the instructions for each question carefully and take particular note of what is required.

   Note that ONLY the first TWO questions in SECTION B and the first question in SECTION C will be marked.

3. Number the answers correctly according to the numbering system used in this question paper. NO marks will be awarded for answers that are numbered incorrectly.

4. Except for where other instructions are given, answers must be full sentences.

5. Use the mark allocation and nature of each question to determine the length and the breath of an answer. downloaded from Stanmorephysics.com

6. Use the table below as a guide for mark and time allocation when answering each question.

SECTION	QUESTION	MARKS	TIME (minutes)
A: Objective-type questions COMPULSORY	**1**	**30**	**30**
B: THREE direct/indirect type questions CHOICE: Answer ANY TWO	**2**	**40**	**30**
	3	**40**	**30**
	4	**40**	**30**
C: TWO essay-type questions CHOICE: Answer ANY ONE	**5**	**40**	**30**
	6	**40**	**30**
TOTAL		**150**	**120**

7. Begin the answer to EACH question on a NEW page, e.g. QUESTION 1- new page.

8. You may use an unprogrammable calculator.

9. Write neatly and legibly.

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SECTION A: (COMPULSORY)

QUESTION 1

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

1.1.1 The … refers to power, position and authority to get work done.

A management
B leadership
C charismatic leadership
D laissez faire leadership

1.1.2 The name of Vizio Auditors ends with INC. This refers to … as a form of ownership.

A private company
B state-owned company
C personal liability company
D public company

1.1.3 Sizwe Trading issued … shares as compensation for unpaid dividends.

A bonus
B preference
C ordinary
D founders'

1.1.4 Rivonia Properties conducts its activities in line with … as a King code principle by having regular communication between management and stakeholders.

A responsibility
B accountability
C transparency
D corporate governance

1.1.5 The … is an example of non-verbal presentation

A smartboard
B transparencies
C PowerPoint
D tables

(5 x 2) (10)

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1.2 Complete the following statements by using the words provided in the list below. Write only the word(s) next to the question numbers (1.2.1 to 1.2.5) in the ANSWER BOOK, e.g. 1.2.6 D

dividends; average; brainstorming; unauthorised use of workplace funds and resources; HIV/Aids; capital gain; unemployment; nominal group; reinstatement; abuse of time

1.2.1 The concept … refers to the stipulation whereby the insurer may replace lost/damage property instead of reimbursing.

1.2.2 Aluminium Doors Designs will receive… as the return in investment on property.

1.2.3 Muzi' employers applied … problem-solving technique when all members of the group randomly make suggestions.

1.2.4 Monitoring employees on regular basis to ensure that task are completed promptly. This is the strategy to deal with … as a type of unprofessional business practice.

1.2.5 Delta Services deal with … as a socio-economic issue by offering bursaries to the community to improve the level of education.

(5 x 2) (10)

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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. 1.3.5 K

COLUMN A		COLUMN B
1.3.1 Unit trusts	A	interest is earned at a fixed rate regardless of changes in the economic climate
1.3.2 Principle of security	B	when an individual has a work-related issue.
1.3.3 Partnership	C	refers to capital spending of corporate funds and assets for the primary purpose of achieving social outcomes
1.3.4 Corporate social responsibility	D	applies to short-term insurance
1.3.5 Conflict	E	there are legal requirements regarding the name of the business
	F	lowers the potential risk and allows more people to invest in the fund
	G	no legal requirements regarding the name of the business downloaded from Stanmorephysics.com
	H	applies to long-term insurance
	I	the commitment to behave ethically and contribute to economic development while improving the quality of life of the local community
	J	disagreement between two or more parties in the workplace

(5 x 2) (10)

TOTAL SECTION A: 30

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SECTION B

Answer ANY TWO questions from this section.
Clearly indicate the QUESTION NUMBER of each question that you choose.

QUESTION 2: BUSINESS VENTURES

2.1 Give any FOUR examples of non- insurable risks (4)

2.2 Elaborate on the meaning of *excess* as an insurance concept. (6)

2.3 Identify the type of visual aid that was used by Mirriam while presenting in EACH statement below.

2.3.1 Mirriam provided the audience with hard copies of her presentation at the beginning of the session. (2)

2.3.2 She used slides that were projected on a screen. (2)

2.4 Outline the difference between *limited liability* and *unlimited liability.* (4)

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2.5 Explain the functions of the Johannesburg Securities Exchange (JSE). (6)

2.6 Discuss the advantages of insurance on businesses. (6)

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

Reshma has invested an amount of R7 000 at 10% simple interest per year over a period of two years. The preference shares were ideal for her, but she needed more information on the rights of preference shareholders.

2.7.1 Calculate the simple interest that Reshma will receive after two years. Show ALL calculations. (4)

2.7.2 Advise Reshma on the rights of preference shareholders. (6)

[40]

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QUESTION 3: BUSINESS ROLES

3.1 List any FOUR diversity issues in the workplace. (4)

3.2 Outline the roles of the health and safety representatives in protecting the workplace environment. (4)

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

SYDNEY SUPPLIERS (SS)
The management at Sydney Suppliers have identified various of problems to be solved in the workplace. SS developed an action plan. They were given the opportunity to agree on the best solution. They also implemented the suggested solution/action plan .

3.3.1 Quote TWO problem solving steps from the scenario above. (2)

3.3.2 Explain any other TWO problem solving steps. (6)

3.4 Describe ways in which businesses can deal with HIV/AIDS as a socio-economic issue. (6)

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

NORTH POULTRY (NP)
North Poultry is a chicken farm operating in Northern KZN. NP did not declare all their income to the South African Revenue Service (SARS) for the previous financial year. NP is giving goods deceptive names or even false labelling.

Identify TWO types of unethical business practices applicable to NP. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 3.5.

TYPES OF UNETHICAL BUSINESS PRACTICES	MOTIVATIONS
1.	
2.	

(6)

3.6 Discuss the impact of corporate social investment (CSI) on businesses. (6)

3.7 Advise businesses on ways in which professional, responsible, ethical and effective business practices should be conducted. (6)

[40]

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QUESTION 4: MISCELLANEOUS TOPCS

BUSINESS VENTURES

4.1 Name any FOUR factors that should be considered when making the investment decision. downloaded from Stanmorephysics.com (4)

4.2 Identify the type of compulsory insurance applicable to Nora Spices in EACH statement below:

4.2.1 Compensation paid is determined by the degree of disablement. (2)

4.2.2 The amount that can be claimed for loss of income limited by legislation. (2)

4.2.3 Employees who resign/absconded from their jobs cannot claim from the fund. (2)

4.3 Discuss *how management* as a criterion could contribute to the success and/ or failure of a private company. (4)

4.4 Suggest situations in which the charismatic leadership style can be applied in the workplace. (6)

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BUSINESS ROLES

4.5 Outline the differences between corporate social responsibility and corporate social investment. (4)

4.6 Describe ways in which businesses can contribute time and effort in improving the well-being of communities. (4)

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

PIONEER INNOVATORS (PI)
Pioneer Innovators has an effective team of workers. All members agreed on set roles and responsibilities. They also know that all tasks must be completed before the team dissolves.

Identify TWO stages of team development that were experienced by PI.
Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 4.7

STAGES OF TEAM DEVELOPMENT	MOTIVATIONS
1.	
2.	

(6)

4.8 Advise businesses on the benefits of diversity in the workplace. (6)

[40]

TOTAL SECTION B: [80]

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SECTION C

Answer any **ONE** question from this section.

NOTE: Clearly indicate the QUESTION NUMBER of the chosen question.

QUESTION 5: BUSINESS VENTURES (MANAGEMENT AND LEADERSHIP)

Business goals can be achieved through effective management and leadership. Leaders who choose to use transactional leadership style should analyse its impact on businesses. A leadership theory serves as framework that guide leaders in the workplace. Leaders agree that the role of personal attitude is important for successful leadership.

Write an essay on management and leadership in which you include the following aspects:

- Outline the differences between management and leadership.
- Describe the impact of transactional leadership style on businesses.
- Discuss any TWO theories of management and leadership
- Advise businesses on the role of personal attitude in successful leadership.

[40]

QUESTION 6: BUSINESS ROLES (TEAM PERFORMANCE & CONFLICT MANAGEMENT)

While strong teams drive productivity and innovation, however they need to understand the importance of team dynamics theories in improving team performance. Criteria to assess successful team performance should be analysed and considered. Employers should follow the correct procedure to deal with grievances in the workplace. There are various ways in which businesses can deal with difficult employees in the workplace. downloaded from Stanmorephysics.com

Write an essay on team performance & conflict management in which you include the following aspects:

- Outline the importance of team dynamics theories in improving team performance.
- Explain any THREE criteria for successful team performance in the workplace.
- Discuss the correct procedure to deal with grievances in the workplace.
- Suggest ways in which businesses can deal with difficult employees in the workplace.

[40]

TOTAL SECTION C: (40)

GRAND TOTAL:150

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KWAZULU-NATAL PROVINCE
EDUCATION
REPUBLIC OF SOUTH AFRICA

FINAL

PROVINCIAL STANDARDISED ASSESSMENT

GRADE 12

BUSINESS STUDIES P2

PREPARATORY EXAMINATION

MARKING GUIDELINES

SEPTEMBER 2026

MARKS: **150**

This marking guideline consists of 32 pages.

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NOTES TO MARKERS

PREAMBLE

The notes to markers are provided for quality assurance purposes to ensure the following:

(a) Fairness, consistency and reliability in the standard of marking.
(b) Facilitate the moderation of candidates' scripts at the different levels.
(c) Streamline the marking process considering the broad spectrum of markers across the country.
(d) Implement appropriate measures in the teaching, learning and assessment of the subject at schools/institutions of learning.

1. Candidates' responses must in full sentences for SECTION B and C. However, this would depend on the nature of the question.

2. A comprehensive marking guideline has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:

   - Uses different expression from that which appears in the marking guideline
   - Comes from another credible source
   - Original
   - A different approach is issued

   NOTE: There is only ONE correct answer in SECTION A.

3. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In case where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of maximum two marks)

4. The word 'Sub-max' is used to facilitate the allocation of marks within a question or sub-question.

5. The purpose of circling marks (guided by the 'max' in the breakdown of marks) on the right-hand side is to ensure the consistency and accuracy in the marking of scripts as well as for calculation and moderation purposes.

6. Subtotals to questions must be written in the right-hand side margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in the marking guidelines. Only the total for each question should appear in the left-hand margin next to the appropriate question number.

7. In an indirect question, the theory as well as the response must be relevant and related to the question.

8. Correct numbering of answers to questions or sub questions is recommended in SECTIONS A and B. However, if the numbering is incorrect, follow the sequence of the candidate's responses. Candidates will be penalised if the latter is not clear.

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9. No additional credit must be given for repetition of facts. Indicate with an 'R'

10. The differentiation between 'evaluate' and 'critical evaluate' can be expressed as follows:

    10.1 When 'evaluate' is used, candidates are expected to respond in either a positive/negative manner or take neutral (positive and negative) stance, e.g. Positive: 'COIDA eliminates time and costs spent on lengthy civil court proceedings'

    10.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance candidates are also expected to support their responses with more depth, e.g. 'COIDA eliminates time and costs spent on lengthy civil court proceedings, because the employer will not be liable for compensation to the employee for injuries sustained during working hours as long as it can be proved that the business was not negligent.

    NOTE: 1. The above could apply to 'analyse' as well.
    2. Note the placing of the tick (✓) in the allocation of marks.

11. The allocation of marks must be informed by the nature of the question, cognitive verb used, mark allocation in the marking guideline and the context of each question.

    Cognitive verbs, such as:

    11.1 Advise, name, state, identify, quote, outline, motivate, recommend, suggest, (l*ist not exhaustive*) do not usually require much depth in candidates' responses. Therefore, the mark allocation for each statement/answer appears at the end.

    11.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, compare, tabulate, justify, analyse, evaluate, critically evaluate (*list not exhaustive*) require a greater depth of understanding, application and reasoning. Therefore, the marks must be allocated more objectively to ensure that assessing is conducted according to established norms so that uniformity, consistency and fairness are achieved.

12. Mark only the FIRST answer where candidates offer more than one answer for SECTION B and C questions that require one answer.

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13. SECTION B

13.1 If for example, FIVE facts are required, mark the candidates' FIRST FIVE responses and ignore the rest of the responses. Indicate by drawing a line across the unmarked portion or use the word 'Cancel'.

NOTE: this applies only to questions where the number of facts is specified.

13.2 If two facts are written in one sentence, award the candidate FULL credit point above still applies.

13.3 If candidates are required to provide their own examples/views, brainstorm this at memo discussions.

13.4 Use of the cognitive verbs and allocation of marks:

13.4.1 If the number of facts are specified, questions that require candidate to describe/discuss/explain may be marked as follows:

- Fact 2 marks (or as indicated in the marking guidelines)
- Explanation 1 mark (two marks will be allocated in Section C)

The 'fact' and 'explanation' are given separately in the marking guideline to facilitate mark allocation.

13.4.2 If the number of facts requires is not specified, the allocation of marks must be informed by the nature of the question and the maximum mark allocated in the marking guideline.

13.5 **ONE mark may be awarded for answers that are easy to recall, requires one-word answers or is quoted directly from the scenario/case study. This applies to SECTION B and C in particular (where applicable).**

14. SECTION C

14.1 The breakdown of the mark allocation of the essays is as follows:

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

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14.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, body and conclusion?	**2**
Analysis and interpretation	Is the candidate able to break down the question into headings/subheadings/interpret it correctly to show understanding of what is being asked? Marks must be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks) 1 (One 'A')	**2**
Synthesis	Are there relevant decisions/facts/responses made based on the questions? Option 1: **Only relevant facts: 2 marks (No –'S')** Where a candidate answers 50% or more (two to four sub-questions) of the question with only relevant facts; no –'S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis. Option 2: **Some relevant facts: 1 mark (One – 'S')** Where a candidate answers less than 50% (only one sub-question) of the question with only OR some relevant facts; one - 'S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 3: **Some relevant facts: 1 mark (One – 'S')** Where a candidate answers FOUR sub-questions, but one/two/three sub-questions with no relevant facts; one – 'S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 4: No relevant facts: 0 mark (Two – 'S') Where a candidate answers less than 50% (only one sub-question) of the questions with no relevant facts; two – 'S' appears in the left margin. Award a ZERO- mark synthesis.	**2**
Originality	Is there evidence of one or two examples not older than two (2) years that are based on recent information, current trends and development?	**2**
		TOTAL FOR INSIGHT: 8 **TOTAL MARKS FOR FACTS: 32** **TOTAL MARKS FOR ESSAY 8+ 32: 40**

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NOTE: (1) No marks will be awarded for content repeated from the introduction and conclusion.
(2) The candidate forfeits marks layout in the words INTRODUCTION and CONCLUSION are not stated.
(3) No marks will be awarded for layout, if the headings INTRODUCTION and CONCLUSION are not supported by an explanation.

14.3 Indicate insight in the left-hand margin with a symbol e.g. (L, A, S, and/or O)

14.4 The breakdown of marks is indicated at the end of the suggested answer/marking guideline to each question.

14.5 Mark all the relevant facts until the SUB MAX/MAX mark in a subsection has been attained. Write SUB MAX/MAX after maximum marks have been obtained, but continue reading for originality "O"

14.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows: (L- Layout, A- Analysis, S- Synthesis, O- Originality) as in the table below:

CONTENT	MARKS
Facts	32 (max.)
L	2
A	2
S	2
O	2
TOTAL	40

14.7 When awarding marks for facts, take notes of the sub-maximum indicated, especially if candidates do not make use of the same headings. Remember, headings and sub-headings are encouraged and contribute to insight (See MARK BREAKDOWN at the end of each question.)

14.8 If the candidate identifies/interprets the question INCORRECTLY, then she/he may still obtain marks for layout.

14.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the marking guidelines.

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14.10

14.10.1 Award TWO marks for complete sentences. Award ONE for phrases, incomplete sentences and vague answers.

14.10.2 With effect from November 2015, the TWO marks will not necessarily at the end of each completed sentence. The ticks (✓) will be separated and indicated next to each fact, e.g. 'Product development is a growth strategy, where businesses aim to introduce new products into existing markets'

This will be informed by the nature and context of the question, as well as the cognitive verb used.

14.11 With the effect from November 2017, the maximum of TWO (2) marks for facts shown as headings in the marking guidelines, will not necessary apply to each question. This would also depend to the nature of question.

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SECTION A: (COMPULSORY)

QUESETION 1

1.1 Multiple choice questions

1.1.1 A ✓✓

1.1.2 C ✓✓

1.1.3 A ✓✓

1.1.4 B ✓✓

1.1.5 D ✓✓ **(5 x 2)(10)**

1.2 Completion of sentences

1.2.1 reinstatement ✓✓

1.2.2 capital gain ✓✓

1.2.3 brainstorming ✓✓

1.2.4 abuse of time/abuse of work time ✓✓

1.2.5 unemployment ✓✓ **(5 x 2)(10)**

1.3 Match columns

1.3.1 F ✓✓

1.3.2 H ✓✓

1.3.3 G ✓✓

1.3.4 I ✓✓

1.3.5 J ✓✓ **(5 x 2)(10)**

TOTAL SECTION A: 30

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

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SECTION B

Answer any **TWO** questions from this Section.

QUESTION 2: BUSINESS VENTURES

2.1 Examples of non- insurable risks.

- Nuclear weapons/war/earthquake. ✓
- Improvement/changes in technology. ✓
- Irrecoverable debts. ✓
- High rate of inflation. ✓
- Financial losses due to poor financial management. ✓
- Possible failure of business. ✓
- Shoplifting during business hours. ✓
- Changes in fashion and trends. ✓
- Losses incurred because of illegal marketing malpractices/activities. ✓
- Loss of income if stock is not received in time/time that elapses between ordering and delivery of goods. ✓

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NOTE: Mark the first FOUR (4) only. **(4 x 1) (4)**

2.2 Meaning of excess as an insurance concept

- Excess is the amount that the insured agrees to pay upfront✓ when he/she takes out an insurance policy✓/The amount the insured agrees to pay upfront ✓as stipulated in the insurance policy. ✓
- A portion of the insurance claim that the insured will have to pay ✓ towards the cost of replacing/repairing goods/property concerned. ✓
- Excess payments protect the insurer against fraudulent claims ✓as the insured is less likely to submit a false claim/when he/she needs to pay the amount upfront. ✓
- It is the amount paid to the insurer ✓ when a claim for damages is lodged/ in the event of a claim. ✓
- It is not paid out to the insured when the claim is settled✓ but is recovered from the liable party. ✓ downloaded from Stanmorephysics.com
- Higher excess amounts keep the insurance premium lower✓ and discourage fraud. ✓
- Excess payment prevents the insured ✓ from claiming for minor damages. ✓
- Any other relevant answer related to the meaning of excess as an insurance concept.

Max (6)

2.3 Types of visual aids from the statements

2.3.1 Hand-outs/flyers/brochures✓✓ **(2)**

2.3.2 PowerPoint /Data projector✓✓ **(2)**

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2.4 Differences between *limited liability* and *unlimited liability*.

LIMITED LIABILITY	UNLIMITED LIABILITY
– Losses are limited to the amount that the owner invested in the business. ✓✓	– The liability of the owner to pay debts/claims is not limited to the business only. ✓✓
– The owner's personal assets are protected against the debts of the business. ✓✓	– The owner's personal assets may be seized to pay for the debts of the business. ✓✓
– Applicable to companies that have a separate entity/personality.✓✓	– Applicable to a sole traders and partnership as they do not have a separate legal entity/personality.✓✓
– Any other relevant answer related to limited liability.	– Any other relevant answer related to unlimited liability.
Sub Max (2)	Sub Max (2)

NOTE: 1. The answer does not have to be in tabular.
2. The differences do not have to be linked but must be clear.
3. Award a maximum of TWO marks if the differences are not clear. / Mark either limited or *unlimited liabilities* only.

Max (4)

2.5 Functions of the Johannesburg Securities Exchange (JSE).

- Gives opportunities to financial institutions✓ such as insurance companies to invest their funds in shares. ✓
- Serves as a barometer/indicator✓ of economic conditions in South Africa. ✓
- Keeps investors informed on share prices✓ by publishing the share prices daily.✓
- Acts as a link between investors✓ and public companies. ✓
- Shares are valued ✓and assessed by experts. ✓
- Small investors are invited to take part in the economy of the country✓ through the buying/selling of shares. ✓downloaded from Stanmorephysics.com
- Venture capital market is made available✓ on the open market. ✓
- Strict investment rules ensure a disciplined market✓ for securities. ✓
- Mobilises the funds of insurance companies/orderly✓ and other institutions. ✓
- Regulates the market✓ for dealing with shares. ✓
- Plans, researches, and advice✓ on investment possibilities. ✓
- Ensure that the market operates ✓in a transparent manner. ✓
- Provides protection for investors✓ through strict rules/legislations. ✓
- Encourages short-term investment✓ as shares can be sold at any time. ✓
- Facilitates electronic trading of shares/STRATE/Channels financial resources✓ into productive economic activities. ✓
- Enhances job creation✓ and increases economic growth/development. ✓
- Raises primary capital✓ by encouraging new investments in listed companies. ✓
- Any other relevant answer related to the functions of Johannesburg Securities Exchange (JSE)

Max (6)

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2.6 Advantages of insurance on businesses

- Transfers the risk from the business/insured✓ to an insurance company/an insurer. ✓
- Transfer of risk is subject to the terms and conditions✓ of the insurance contract.✓
- Protects the business against theft/loss of stock✓ and/or damages caused by natural disasters such as floods, storm damage, etc. ✓
- Businesses will be compensated for insurable losses, ✓such as destruction of property through fire. ✓
- Businesses assets such as vehicles/equipment/buildings need to be insured✓ against damage and/or theft. ✓
- Businesses are protected against the loss of earnings, ✓such as strikes by employees which result in losses worth millions. ✓
- Protects businesses✓ against dishonest employees. ✓
- Life insurance can be taken on the life of partners in a partnership✓ to prevent unexpected loss of capital. ✓
- Should the services of key personnel be lost due to accidents/death, ✓ the proceeds of an insurance policy can be paid out to the business/beneficiaries. ✓
- Replacement costs for damaged machinery/equipment are very high; ✓therefore, insurance can reduce/cover such costs. ✓
- Protects businesses from claims made by members of the public✓ for damages that the business is responsible for. ✓
- Protects businesses against losses✓ due to death of a debtor. ✓
- Any other relevant answer related to the advantages of insurance on businesses

Max (6)

2.7 Calculation of simple interest

2.7.1 Simple interest calculation

FORMULA: Interest = P x R x T ✓
R7 000 x 10% ✓ x 2 years✓
= R1 400 ✓✓✓✓

NOTE:
1. **Award full marks (4) if the answer is correct and no workings are shown.**
2. **If formula and workings were shown correctly, but the final answer is wrong, award a maximum of THREE (3) marks.**
3. **If the workings and the answer are incorrect, award a maximum of ONE mark for the correct formula.**

Max (4)

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2.7.2 Rights of preference shareholders

- Receive dividends regardless of how much profits are made. ✓✓
- Receive a fixed rate of return/dividend. ✓✓
- They are paid first/enjoy preferential rights to dividends. ✓✓
- They have a preferred claim on company assets in the event of bankruptcy/ liquidation of the company. ✓✓
- Receive interim and annual reports. ✓✓
- They only have voting rights at the AGM under particular circumstances/for certain resolutions. ✓✓
- Cumulative shareholders must receive outstanding/ accrued dividends from previous years ✓✓ downloaded from Stanmorephysics.com
- Participating preference shareholders have the right to share in surplus profit. ✓✓
- Any relevant answer related to the rights of preference shareholders.

Max (6)

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BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	4
2.2	6
2.3.1	2
2.3.2	2
2.4	4
2.5	6
2.6	6
2.7.1	4
2.7.2	6
TOTAL	40

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QUESTION 3: BUSINESS ROLES

3.1 Diversity issues in the workplace

- Poverty ✓
- Race ✓
- Gender ✓
- Language ✓
- Age ✓
- Culture/religion ✓
- Disability ✓

NOTE: Mark the first FOUR (4) only.

(4x 1) (4)

3.2 The roles of the health and safety representatives in protecting the workplace environment.

- Ensure that protective clothing is provided/available to all workers. ✓✓
- Identify potential dangers in the workplace. ✓✓
- Initiate/Promote/Maintain/Review measures to ensure the health and safety of workers. ✓✓
- Check/Monitor the effectiveness of health and safety measures with management. ✓✓ downloaded from Stanmorephysics.com
- Ensure that all equipment that is necessary to perform the work is provided/ maintained regularly. ✓✓
- Promote safety training so that employees may avoid potential dangers/act proactively. ✓✓
- Ensure that dangerous equipment is used under the supervision of trained/qualified workers. ✓✓
- Ensure that workers' health and safety is not endangered by hazards resulting from production/processing/storage/transportation of material/equipment. ✓✓
- Work together with the employer to investigate any accidents/complaints from the workers concerning health and safety in the workplace. ✓✓
- Ensure that employers comply with COIDA. ✓✓
- Any other relevant answer related to the roles of the health and safety representatives in protecting the workplace environment.

Max (4)

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3.3 Problem solving steps

3.3.1 Problem solving steps from the scenario

- SS developed an action plan. ✓
- They also implemented the suggested solution/action plan. ✓

NOTE:
1. **Mark the first TWO (2) only.**
2. **Only award marks for responses that are quoted from the scenario.**

(2 x 1) (2)

3.3.2 Other problem solving steps.

Identify the problem. ✓✓

- Identify the exact problem. ✓
- Acknowledge that there is a problem. ✓
- Breakdown the problem into smaller parts that are easier to solve separately. ✓

Any other relevant answer related to identifying the problem as a problem solving step.

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Problem solving step	(2)
Explanation	(1)
Sub-max	(3)

Define the problem. ✓✓

- Name the problem by stating exactly what the problem is. ✓
- Find different ways of defining the problem. ✓
- The nature of the problem must be precise. ✓
- Define the possible causes of the problem. ✓
- Gather as much information as possible to establish the cause of the problem.✓

Any other relevant answer related to define the problem as a problem solving step.

Problem solving step	(2)
Explanation	(1)
Sub-max	(3)

Identify possible solutions to the problem. ✓✓

- Identify all different possible solutions. ✓
- Use creative thinking strategies to generate a wide range of solutions. ✓
- Focus on generating as many ways as possible through using creative thinking. ✓
- Collect as many ideas as possible and find the best idea/decide on one strategy to follow. ✓

Any other relevant answer related to identifying possible solutions to the problem as a problem-solving step.

Problem solving step	(2)
Explanation	(1)
Sub-max	(3)

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Evaluate alternative solutions. ✓✓

- Use critical evaluation and analytical skills to evaluate each solution. ✓
- Consider the advantages and disadvantages of each alternative solution. ✓

Any other relevant answer related to evaluate alternative solutions as a problem solving step.

Problem solving step (2)
Explanation (1)
Sub-max (3)

Choose/select the most appropriate alternative/solution. ✓✓

- Set criteria for the best solution, in terms of aspects such as time/cost/risk involved. ✓
- Identify which solution will be used. ✓
- The best solution should match the size and the resources of the business.✓
- If the solution is not appropriate, the business should go back to defining the problem.✓

Any other relevant answer related to choose/select the most appropriate alternative/solution as a problem-solving step.

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Problem solving step (2)
Explanation (1)
Sub-max (3)

Monitor the implementation of the solution/action plan ✓✓

- Test the action plan/solution continuously to improve its effectiveness. ✓
- Check/Track if progress made is in line with the objective of the action plan. ✓

Any other relevant answer related to monitor the implementation of the solution/action plan as a problem-solving step.

Problem solving step (2)
Explanation (1)
Sub-max (3)

Evaluate the implemented solution. ✓✓

- Assess whether the problem has been solved partially or entirely. ✓
- Test the solution/action plan/continuously. ✓
- If problems emerge, they must recognise and re-formulate the problem for improved solutions in the future. ✓

Any other relevant answer related to evaluating the implemented solution as a problem-solving step.

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Problem solving step (2)
Explanation (1)
Sub-max (3)

NOTE:

1. **Mark the first TWO (2) only**
2. **Do not award marks for responses that are quoted from the scenario.**

Max (6)

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3.4 Strategies to deal with HIV/Aids

- Counselling programmes/train counsellors✓ to provide infected and affected persons/employees with counselling. ✓
- Develop counselling programmes✓ for infected/affected persons/employees. ✓
- Conduct workshops ✓on HIV/Aids programmes/campaigns. ✓
- Roll out anti-retroviral (ARV) treatment programmes (ART) ✓ for the infected employees. ✓
- Encourage employees✓ to join HIV/Aids support groups. ✓
- Develop strategies to deal with stigma✓ and discrimination. ✓
- Participate in the HIV/Aids prevention programmes✓ implemented in the community.✓
- Support non-governmental organisational✓/community-based organisation/NPC HIV/Aids initiatives. ✓

  Any other relevant answer related to strategies to deal with HIV/Aids as a socio-economic issue.

Max (6)

3.5 Types of unethical business practices

3.5.1 Types of unethical business practices from the scenario

TYPES OF UNETHICAL BUSINESS PRACTICES	MOTIVATIONS
1. Tax evasion ✓✓	NP did not declare all their income to the South African Revenue Service (SARS) for the previous financial year. ✓
2. Unfair advertising ✓✓	NP is giving goods deceptive names or even false labelling. ✓
Sub-max (4)	Sub-max (2)

NOTE:
1. **Mark the first TWO (2) only.**
2. **Award marks for the types of unethical business practices even if the quotes are incomplete.**
3. **Do not award marks for the motivations if the types of unethical business practices were incorrectly identified.**
4. **Accept responses in any order.**

Max (6)

3.6 The impact of corporate social investment (CSI) on businesses

Advantages/Positives of CSI on businesses

- May attract experienced employees/increase the pool of skilled labour✓ which could increase productivity. ✓`

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- Positive/Improved image as the business looks after employees/✓conducts itself in a responsible way. ✓
- Business may have a competitive advantage, ✓resulting in good publicity/an improved reputation. ✓
- Promotes customer loyalty✓ resulting in more sales. ✓
- CSR projects may be used as a marketing strategy✓ to promote their products.✓
- Businesses enjoy the goodwill✓ and support of communities. ✓
- CSR projects promote teamwork✓ within businesses. ✓
- CSR helps to attract investors ✓because of increased profits/income/growth. ✓
- Gives businesses tax advantages✓ such as tax reduction/rebates. ✓
- The government is less likely to enforce issues through legislation✓ to businesses that voluntarily participate in CSI projects. ✓
- It helps to retain staff/lower staff turnover✓ as employees' health and safety are considered. ✓
- Improves the health of its employees✓ through focused CSI projects. ✓
- Attracts investors when the business is included✓ in the JSE Social Responsibility Index. ✓

Any other relevant answer related to the positive impact/advantages of Corporate social investment (CSI) on businesses.

AND/OR

Negatives/Disadvantages

- Customers may not buy their products/services✓ resulting in a decrease in sales.✓
- Small and medium enterprises find it difficult✓ to implement CSI programmes. ✓
- Detailed reports must be drawn up, ✓ which can be time-consuming. ✓
- Social involvement is funded from business profits ✓which could have been used to reduce prices. ✓
- CSI activities distract business focus✓ from its core business functions. ✓
- Businesses find it difficult to adhere✓ to legislation governing CSI. ✓
- It is difficult to accurately measure the effectiveness✓ of social investment. ✓
- Most managers are not trained/lack experience✓ to handle social programmes. ✓
- Employees may spend more time working on CSI projects✓ instead of focusing on their core duties. ✓
- Shareholders may receive less dividends, ✓as some profits are spent on CSI.✓
- Any other relevant answer related to the negative impact of corporate social investment (CSI) on businesses.

Max (6)

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3.7 Ways in which professional, responsible, ethical and effective business practices should be conducted

- Mission statement should include the values of equality/respect. ✓✓
- Businesses should develop equity programmes/promote strategies to ensure that all employees are treated equally regardless of status/rank/power. ✓✓
- Treat workers with respect/dignity by recognising work well done/the value of human capital. ✓✓
- Plan properly and put preventative measures in place. ✓✓
- Pay fair wages/salaries which are in line with the minimum requirements of the BCEA/Remunerate employees for working overtime/during public holidays. ✓✓
- Engage in environmental awareness programmes/Refrain from polluting the environment such as legally disposing of toxic waste. ✓✓
- Refrain from starting a venture using other businesses' ideas that are protected by law. ✓✓
- Business decisions and actions must be clear/transparent to all stakeholders. ✓✓
- Businesses should be accountable /responsible for their decisions and actions/ patent rights. ✓✓
- Hire honest/trustworthy accountants/financial officers with good credentials. ✓✓
- Regular/Timeous payment of taxes. ✓✓
- All workers should have access to equal opportunities/ positions/ resources. ✓✓
- Ensure that employees work in a work environment that is conducive to safety/ fairness/free of embarrassment. ✓✓
- Employers and employees need to comply with legislation regarding equal opportunities/human rights in the workplace. ✓✓
- Businesses should develop equity programmes/promote strategies to ensure that all employees are treated equally regardless of status/rank/power. ✓✓
- Training/Information/Business policies should include issues such as diversity/discrimination/harassment. ✓✓
- Employers should respond swiftly and fairly to reported incidents of discrimination in the workplace. ✓✓
- Orders/Tasks should be given respectfully and allow the recipient/employee to have a say in the way that task should be performed. ✓✓
- Draw up a code of ethics/conduct. ✓✓
- On-going development and training for all employees. ✓✓
- Performance management systems/Appraisals should be in place. ✓✓
- Adequate internal controls/monitoring/evaluation. ✓✓

Any other relevant answer related to ways in which professional, responsible, ethical and effective business practice should be conducted.

Max (6)

[40]

BREAKDOWN OF MARKS

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

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QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURE

4.1 Factors that should be considered when making the investment decision

- Return on investment (ROI) ✓
- Risk ✓
- Investment term/period ✓
- Inflation rate ✓
- Taxation ✓
- Liquidity ✓

NOTE: Mark the first FOUR (4)

(4 x 1) (4)

4.2 Types of compulsory insurance from the statements:

4.2.1 Compensation for Occupational Injuries and Diseases Fund (COIDA). ✓✓ **(2)**

4.2.2 Road Accident Fund (RAF)/Road Accident Benefit Scheme (RABS). ✓✓ **(2)**

4.2.3 Unemployment Insurance Fund (UIF) ✓✓ **(2)**

4.3 Forms of ownership

Criteria contributing to the success and/or failure of a private company

4.3.1	**SUCCESS FACTORS AND/OR FAILURE FACTORS**	
Management	- Managed at least by one✓ competent highly skilled director. ✓	Directors may not have a direct interest in the company, ✓ which can hamper growth and profit maximization. ✓
	- The management of the company can improve✓ since directors are accountable to shareholders. ✓	Directors' fees increase the company's expenses✓ which reduces net profit. ✓
	- Shareholders can vote for/appoint the most capable directors✓ to manage their company ✓	Some shareholders may not exercise their voting rights✓ resulting in choosing the wrong person as a director. ✓
		Large management structures✓ can result in decision-making taking time.✓
		Directors may not be motivated to work very hard✓ because shareholders decide on the directors' remuneration. ✓
	- Any other relevant answer related to how management as a criterion could contribute to the success of a private company.	- Any other relevant answer related to how management as a criterion could contribute to the failure of a private company.

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NOTE: 1. The answer does not have to be in tabular format.
2. Mark either success AND/OR failure of EACH factor. **Max (4)**

4.4 Situations in which charismatic leadership style can be applied in in the workplace.
This leadership style can be applied when:

- Sell vision and achieve excellent results. ✓✓
- Motivate employees as the leader is energetic/ inspiring. ✓✓
- The organisation wants to implement changes and uses the leader to get the support of employees. ✓✓
- Confidence levels of employees are low, and they need to be inspired/inspire loyalty/hard work among employees. ✓✓
- The leader wants to boost the morale of employee, who may be demotivated. ✓✓
- The leader wants employees to continue the path of high productivity/ efficiency levels. ✓✓
- Any other relevant answer related to situations in which the charismatic leadership style can be applied in the workplace.

Max (6)

BUSINESS ROLES

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

CORPORATE SOCIAL RESPONSIBILITY (CSR)	CORPORATE SOCIAL INVESTMENT (CSI)
– The intention is to change business practices. ✓✓	– Actively committing money and resources to uplift the community. ✓✓
– Often intended as marketing initiative. ✓✓	– Intended to benefit and uplift communities through social development. ✓✓
– Focus is on increasing image and profits. ✓✓	– Focus is on the upliftment of community without return on investment. ✓✓
– Ensure that all internal CSI policies/ practices include stakeholders' interests/environmental issues. ✓✓	– Ensure that CSI projects are relevant to the needs of communities. ✓✓
– Projects are usually linked to business, e.g. a manufacturing business offering to training to unemployed. ✓✓	– Projects are external to the business and have a strong developmental approach. ✓✓
Any other relevant answer related to Corporate Social Responsibility (CSR).	Any other relevant answer related to Corporate Social Investment (CSI)
Sub-max (2)	Sub-max (2)

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NOTE:
1. **The answer does not have to be in a tabular format.**
2. **The differences do not have to link but must be clear.**
3. **Award a maximum of TWO (2) marks if the distinction is not clear/Mark either corporate social responsibility or corporate social investment.**

Max (4)

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

- Business should improve the general quality of life of their community, ✓such as invest in education. ✓
- Ensure that the product they supply do not harm✓ consumers/the environment. ✓
- Refrain from engaging in illegal/harmful practices✓ such as employing children under the legal age/selling illegal substances. ✓
- Make ethically correct business decisions, ✓ such as not engage in unfair/misleading advertising. ✓
- Donate money to a community project/run a project✓ to uplift the community. ✓
- Provide recreational/sport facilities✓ to promote social cohesion/healthy activities. ✓

Any other relevant answer related to ways in which businesses can contribute time and effort in improving the well-being of communities.

Max (4)

4.7 Stages of team development

Stages of team development from the scenario:

STAGES OF TEAM DEVELOPMENT	MOTIVATIONS
1. Norming ✓✓	All members agreed on set roles and responsibilities.✓
2. Adjourning/Mourning ✓✓	They also know that all tasks must be completed before the team dissolves.✓
Sub-max (4)	Sub-max (2)

NOTE: 1. Mark the first TWO (2) only.
2. **Award marks for the stages of team development even if the quotes are incomplete.**
3. **Do not award marks for the motivations if the stages of team development was incorrectly identified.**
4. **Accept responses in any order**

Max (6)

4.8 Benefits of diversity in the workplace.

- Workforce diversity improves the ability of a business to solve problems/ innovate/ cultivate diverse markets. ✓✓
- Employees value each other's diversity and learn to connect/communicate across lines of difference. ✓✓
- Diversity in the workforce improves morale/motivation. ✓✓
- Employees demonstrate greater loyalty to the business because they feel respected/accepted/understood. ✓✓

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- Diversified workforce can give businesses a competitive advantage, as they can render better services. ✓✓
- Being respectful of differences/demonstrating diversity makes good business sense/improves profitability. ✓✓
- Diverse businesses ensure that its policies/practices empower every employee to perform at his/her full potential. ✓✓
- Stakeholders increasingly evaluate businesses on how they manage diversity in the workplace. ✓✓
- Employees from different backgrounds can bring different perspectives to the business. ✓✓
- A diversified workforce stimulates debate on new/improved ways of getting things done. ✓✓
- Employees represent various groups and are therefore better able to recognise customer needs and satisfy consumers. ✓✓
- Businesses with a diverse workforce are more likely to have a good public image and attract more customers. ✓✓

  Any other relevant answer related to the benefits of diversity in the workplace.

Max (6)
[40]

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BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	4
4.2.1	2
4.2.2	2
4.2.3	2
4.3	4
4.4	6
4.5	4
4.6	4
4.7	6
4.8	6
TOTAL	40

TOTAL SECTION B: 80

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SECTION C

Answer ONE question in this section.

QUESTION 5: BUSINESS VENTURES (MANAGEMENT AND LEADERSHIP)

5.1 Introduction

- Management and leadership are important for ensuring effective achievement of business goals. ✓ downloaded from Stanmorephysics.com
- The transactional leadership style focuses on a strict chain of command and defines roles for employees. ✓
- The leadership theories refer to structured framework and principles that explain how and why certain people apply leadership in the workplace. ✓
- Leaders with a positive attitude inspire their followers to work hard and achieve set targets/goals and objectives. ✓
  Any other relevant introduction related to the differences between management and leadership/impact of transactional leadership style/leadership theories/role of personal attitude in successful leadership.

Any (2 x 1) (2)

5.2 Differences between management and leadership

MANAGEMENT	LEADERSHIP
- Guides human behaviour. ✓✓	- Influences human behaviour. ✓✓
- Communicates through management functions such as the line function. ✓✓	- Communicates by means of interaction/behaviour/vision/ values/charisma. ✓✓
- Administers plans/programs/tasks to reach targets. ✓✓	- Innovates/Encourages new ideas to increase productivity. ✓✓
- Controls systems and procedures to get the job done. ✓✓	- Inspires staff to trust and support each other. ✓✓
- Manages 'how' and 'when' regarding processes/timelines of tasks. ✓✓	- Leadership asks "what and why" to foster a deeper understanding for improvement. ✓✓
- Focuses on the short/medium term.✓✓	- Focuses on the horizon/long term. ✓✓
- A person becomes a manager because of the position in which he/she is appointed. ✓✓	- Leaders are born with natural/instinctive leadership skills. ✓✓
- Manages the process of getting things done by exercising responsibility. ✓✓	- Guides/Leads people to become active participants. ✓✓
- Managers have power because of the position of authority into which they are appointed. ✓✓	- Leaders have influence because of his/her knowledge/skills/intelligence. ✓✓

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- Enforce rules on subordinates✓✓/Ensure that tasks are completed. ✓✓	- Always trying to find more efficient ways of completing tasks. ✓✓
- Management is instructional in their approach by training/guiding/directing employees. ✓✓	- Leadership is inspirational in their approach by energizing/motivating/encouraging employees. ✓✓
- Management is task-orientated and focuses on completing goals/deadlines/processes. ✓✓	- leadership is people-orientated and focuses on building relationships/morale/development.✓✓
- Manage by planning/organising/ leading/controlling. ✓✓	- Lead by example/trust/respect. ✓✓
- Management does things right by focusing efficiency and execution of tasks. ✓✓	- Leadership does the right things by focusing on the vision and strategies.✓✓
- Any other relevant answer related to management.	- Any other relevant answer related to leadership.
Sub-max (6)	Sub-max (6)

NOTE:
1. **The answer does not have to be in tabular format.**
2. **The differences do not have to link but must be clear.**
3. **Award a maximum of SIX (6) marks if the differences are not clear/Mark either management or leadership only.**

Max (12)

5.3 Impact of transactional leadership styles on businesses.

Positives/Advantages

- Encourages employees to work hard✓ because they will receive rewards. ✓
- Improves employees' productivity✓ and morale. ✓
- The goals and objectives of the business can be achieved✓ as workers are motivated. ✓
- Employees know what are expected✓ of them. ✓
- Disciplinary action procedures✓ are well communicated. ✓

Any other relevant answer related to the positive impact/advantages of the transactional leadership style on businesses.

AND/OR

Negatives/Disadvantages

- Employees may become bored/lose creativity✓ as they have to follow rules/ procedures. ✓
- A transactional leader will have to monitor the work performance of employees✓ to ensure that expectations are met. ✓
- Some employees may be demoralised/ unmotivated✓ if they fail to reach/meet targets despite having worked very hard. ✓
- Usually not suitable for teamwork, because all team members can be punished ✓for poor performance caused by a member of a team. ✓

Any other relevant answer related to the negative impact/disadvantages of the transactional leadership style on businesses.

Max (12)

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5.4 Theories of management and leadership

5.4.1 Situational leadership theory✓✓

- Different leadership characteristics are needed✓ for different situations/prevailing circumstances. ✓
- The task/situation dictates the leadership style that should be applied, ✓ so leaders are adaptable/flexible/self-assured. ✓
- Effective application/adoption of this theory may enable leaders to accomplish/achieve✓ their organisational goals. ✓
- Relationships between leaders and employees✓ are based on mutual trust/respect/loyalty/integrity/honesty. ✓
- Leaders have the ability to analyse the situation/✓get the most suitable people in the right positions to complete tasks successfully. ✓
- Leaders analyse group members/objectives/time constraints, ✓ to adopt a suitable/relevant leadership style. ✓
- May lead to conflict when leaders use different leadership styles/✓when managing employees in different situations. ✓
- The success of this theory depends on the kind of relationship✓ that exists between the leader and followers/subordinates/employees. ✓
- Any other relevant answer related to situational leadership theory.

Theory (2)
Explanation (4)
Sub-max (6)

5.4.2 Leaders and followers theory✓✓

- Teams achieve great results/set out organisational goals ✓when there is a sense of understanding between the leader and the team of followers/employees. ✓
- Followers listen to what is expected of them/follow the instructions of the leader ✓and are willing to work as a team towards the organisational goals. ✓
- Followers easily accept responsibility✓ when something doesn't work out/targets are not achieved. ✓
- Leaders lead by example✓ and reward/provide incentives for positive behaviour. ✓
- Leaders motivate employees to devise alternative strategies/to be creative✓ and innovative/find more efficient ways to use available resources/increase productivity✓.
- Followers might just trail along/stifle innovation and creativity✓ by depending on leaders and other followers to pull them through the task. ✓

Any other relevant answer related to leaders and followers' theory

Theory (2)
Explanation (4)
Sub-max (6)

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5.4.3 Transformational leadership theory✓✓

- Suitable for a dynamic environment, ✓ where change could be drastic. ✓
- The passion/vision/personality of leaders inspire followers✓ to change their expectations/perceptions/motivation to work towards a common goal. ✓
- Strategic thinking leaders develop a long-term vision✓ for the organisation and sell it to subordinates/employees. ✓
- Leaders have the trust/respect/admiration✓ of their followers/subordinates. ✓
- Promotes intellectual stimulation/creative thinking/problem solving✓ which result in the growth/development/success of the business. ✓
- Followers are coached/led/mentored/emotionally supported✓ through transformation/change so that they can share their ideas freely. ✓
- Encourages followers to explore/try new things/opportunities✓ regarding the planned changes within the organisation. ✓
- Leaders lead by example ✓and make workers interested in their work. ✓
- Leaders have strong, charismatic personalities✓ and are very good at motivating staff to achieve results. ✓
- Enable employees to take greater ownership for their work✓ and to know their strengths and weaknesses. ✓
- Any other relevant answer related to transformational leadership theory.

Theory (2)
Explanation (4)
Sub-max (6)

NOTE: Mark the first TWO (2) only.

Max (12)

5.5 The role of personal attitude in successful leadership.

- Positive attitude releases leadership potential for personal growth. ✓✓
- A leader's good attitude can influence the success of the business. ✓✓
- Leaders must know their strengths and weaknesses to apply their leadership styles effectively. ✓✓
- Great leaders understand that the right attitude will create the right atmosphere. ✓✓
- Leaders' attitude may influence employees'/teams' thoughts/behaviour. ✓✓
- Leaders should model the behaviour that they want to see in team members. ✓✓
- Successful leaders consider the abilities/skills of team members to allocate tasks/roles effectively. ✓✓
- Enthusiasm produces confidence in a leader and inspire them to work even harder. ✓✓
- A positive attitude is critical for good leadership because good leaders will stay with the task regardless of difficulties/challenges. ✓✓
- Successful employees and leaders have a constant desire to work and achieve personal/professional success. ✓✓
- Leaders with a positive attitude know that there is always more to learn/space to grow/personal growth. ✓✓

Any other relevant answer related to the role of personal attitude in successful leadership

Max (10)

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5.6 Conclusion

- Knowledgeable managers and leaders can see beyond the current situation and plan ahead of time to achieve business goals.✓✓
- The transactional leadership style is very important because employees know exactly what is expected and how their performance is measured. ✓✓
- Leadership theories are key in driving change and motivating followers in the workplace. ✓✓
- Leaders with a positive attitude may assist business to reduce staff turnover as employees may be happy in the workplace.✓✓
- Any other relevant conclusion related to the differences between management and leadership/impact of transactional leadership style/leadership theories/role of personal attitude in successful leadership.

Any (1 x 2) (2)

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Differences between management and leadership.	12	
Impact of transactional leadership style on businesses	12	
Theories of management and leadership	12	
Role of personal attitude in successful leadership.	10	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if only some of the requirements are met.
Allocate 0 marks where requirements are not met at all.

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QUESTION 6: BUSINESS ROLES (TEAM PERFORMANCE AND CONFLICT MANAGEMENT)

6.1 Introduction

- Understanding team dynamics theories can help managers to allocate tasks according to the abilities and roles of team members. ✓
- Businesses should have a clear understanding of the criteria for successful team performance to ensure effective assessment. ✓
- Implementing the correct procedures to deal with grievances in the workplace is important for all businesses. ✓
- Understanding different ways in which businesses can deal with difficult employees in the workplace may assist in promoting teamwork. ✓
- Any other relevant introduction related to the importance of team dynamics theories in improving team performance/criteria for successful team performance in the workplace/correct procedures to deal with grievances/ways in which businesses can deal with difficult employees in the workplace.

Any (2 x 1) (2)

6.2 Importance of team dynamics theories in improving team performance

- Team dynamic theories explain how effective teams work/operate. ✓✓
- Businesses are able to allocate tasks according to the roles of team members. ✓✓
- Team members can maximise performance as tasks are allocated according to their abilities/skills/attributes/personalities. ✓✓
- Team members with similar strengths may compete for team tasks/ responsibilities that best suit their abilities/competencies. ✓✓
- Theories assist team leaders to understand the personality types of team members so that tasks are assigned more effectively. ✓✓
- Conflict may be minimised when team members perform different roles. ✓✓
- Any other relevant answer related to importance of team dynamics theories in improving team performance

Max (8)

6.3 Criteria for successful team performance in the workplace

6.3.1 Interpersonal attitudes and behaviour ✓✓

- Members have a positive attitude of support✓ and motivation towards each other. ✓
- Good/Sound interpersonal relationships will ensure job satisfaction✓/increase productivity of the team. ✓
- Members are committed/ passionate✓ towards achieving common goal/objectives✓.
- Team leader acknowledges/gives credit✓ to members for positive contributions.✓
- Any other relevant answer related to interpersonal attitudes and behavior as a criterion for successful team performance in the workplace.

Criterion (2)
Explanation (2)
Sub-max (4)

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6.3.2. Shared values ✓✓

- Shows loyalty/respect/trust towards team members✓ despite differences. ✓
- Shows respect for the knowledge/skills✓ of other members. ✓
- Perform team tasks with integrity✓/pursuing responsibility/meeting team deadlines with necessary commitment to team goals. ✓
- Any other relevant answer related to shared values as a criterion for successful team performance in the workplace.

Criterion (2)
Explanation (2)
Sub-max (4)

6.3.3 Communication ✓✓

- A clear set of processes/procedures for teamwork✓ ensures that every team member understands his/her role. ✓
- Efficient/Good communication between team members✓ may result in quick decisions. ✓
- Quality feedback improves✓ the morale of the team. ✓
- Open/Honest discussions lead to effective solutions✓ of problems. ✓
- Continuous review of team progress✓ ensures that team members can rectify mistakes/act proactively to ensure that goals/targets are reached. ✓
- Any other relevant answer related to communication as a criterion for successful team performance in the workplace.

Criterion (2)
Explanation (2)
Sub-max (4)

6.3.4 Collaboration ✓✓

- Clearly defined realistic goals are set, ✓ so that all members know exactly what is to be accomplished. ✓
- Willingness to co-operate as a unit✓ to achieve team objectives. ✓
- Co-operate with management ✓to achieve team/business objectives. ✓
- Agree on methods/ways to get the job done effectively✓ without wasting time on conflict resolution. ✓
- All members✓ take part in decision making. ✓
- A balanced composition of skills/knowledge/experience/expertise✓ ensures that teams achieve their objectives. ✓
- Any other relevant answer related to collaboration as a criterion for successful team performance in the workplace.

Criterion (2)
Explanation (2)
Sub-max (4)

NOTE: Mark the first THREE (3) only

Max (12)

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6.4 Correct procedures to deal with grievances

- An aggrieved employee must verbally report the incident/grievance✓ to his/her supervisor/manager✓
- Supervisor/manager needs to resolve the issue✓ within 3 to 5 working days. ✓
- Should the employee and supervisor not be able to resolve the grievance, ✓ the employee may take it to the next level of management. ✓
- The employee may move to a more formal process✓ where the grievance must be lodged in writing/completes a grievance form. ✓
- The employee must receive a written reply✓ in response to the written grievance.✓
- A grievance hearing/meeting must be held✓ with all relevant parties present. ✓
- Minutes of the meeting must be recorded, ✓ and any resolution passed must be recorded on the formal grievance form. ✓
- Should the employee not be satisfied, ✓then he/she could refer the matter to the highest level of management. ✓
- Top management should arrange a meeting✓ with all relevant parties concerned.✓
- Minutes of this meeting should be filed/ recorded, ✓ and the outcome/decision must be recorded on the formal grievance form. ✓
- Should the employee still not be satisfied, he/she may refer the matter to the CCMA ✓who will make a final decision on the matter. ✓
- The matter can be referred to Labour Court on appeal✓ if the employee is not satisfied with the decision taken by the CCMA. ✓
- Any other relevant answer related to correct procedures to deal with grievances

Max (16)

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

- Get perspective from others who have experienced the same kind of situation to be able to understand difficult employees. ✓✓
- Act pro-actively if possible, as a staff/personnel problem is part of a manager's responsibilities. ✓✓
- Regular meetings with supervisors/departmental heads should help to identify difficult/problem behaviour. ✓✓
- Ask someone in authority for their input into the situation. ✓✓
- Identify the type of personality which is creating the problem. ✓✓
- Meet privately with difficult employees, so that there are no distractions from other employees/issues. ✓✓
- Make intentions and reasons for action known, so that difficult person/people feel at ease. ✓✓
- Employees should be told what specific behaviours are acceptable by giving details about what is wrong/ unacceptable and also an opportunity to explain their behaviour.✓✓
- A deadline should be set for improving bad/difficult behaviour. ✓✓
- The deadline date should be discussed with the difficult employee and his/her progress should be monitored/ assessed prior to the deadline. ✓✓
- Guidelines for improvement should be given. ✓✓
- Do not judge the person but try to understand him/her/Understand his/her intentions and why he/she reacts in a certain way. ✓✓
- Keep communication channels open/Encourage employees to communicate their grievances to management. ✓✓

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- Build rapport/sound relations by re-establishing personal connection with colleagues, instead of relying on e-mails/messaging/social media. ✓✓
- Help difficult employees to be realistic about the task at hand. ✓✓
- Remain calm and in control of the situation to get the person(s) to collaborate. ✓✓
- Treat people with respect, irrespective of whether they are capable/ competent or not.✓✓
- Sometimes it may be necessary to ignore and only monitor a difficult person. ✓✓
- Identify and provide an appropriate support program to address areas of weakness. ✓✓
- Any other relevant answer related to ways in which businesses can deal with difficult employees in the workplace

Max (10)

6.6 Conclusion

- Businesses should put systems in place to ensure that the importance of team dynamics theories are well communicated to everyone.. ✓✓
- Using the relevant criteria for successful team performance in the workplace may contribute towards achieving business goals. ✓✓
- Businesses that follow the correct procedure to deal with grievances are likely to maintain good relations between management and workers. ✓✓
- Businesses are required to put necessary measures in place to deal with difficult employees in the workplace.is important for management to actively note ways in which businesses can deal with difficult employees in the wokplace.
- Any other relevant conclusion related to the importance of team dynamics theories in improving team performance/criteria for successful team performance in the workplace/correct procedures to deal with grievances/ways in which businesses can deal with difficult employees in the workplace

Any (1 x 2) (2)

[40]

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QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	**2**	**Max 32**
Importance of team dynamics theories in improving team performance.	**08**	
Criteria for successful team performance in the workplace.	**12**	
Correct procedures to deal with grievances	**16**	
Ways in which businesses can deal with difficult employees in the workplace	**10**	
Conclusion	**2**	
INSIGHT		**8**
Layout	**2**	
Analysis/Interpretation	**2**	
Synthesis	**2**	
Originality/Examples	**2**	
TOTAL MARKS		**40**

LASO – For each component:
Allocate 2 marks if all requirements are met.
Allocate 1 mark if only some of the requirements are met.
Allocate 0 marks where requirements are not met at all.

TOTAL MARKS: 150

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