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education

Department:
Education
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

NATIONAL SENIOR CERTIFICATE

GRADE 12

BUSINESS STUDIES P1

SEPTEMBER 2026

MARKS: 150

TIME: 2 hours

This question paper consists of 9 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 and covers TWO main topics.

   SECTION A: COMPULSORY
   SECTION B: Consists of THREE questions.
   Answer any TWO of the three questions in this section.
   SECTION C: Consists of TWO questions.
   Answer any ONE of the two questions in this section.

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

   Note that ONLY the answers to the first TWO questions selected in SECTION B and the answers to the FIRST question selected 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 where other instructions are given, answers must be written in full sentences.

5. Use the mark allocation and nature of each question to determine the length and depth of an answer.

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

SECTION	QUESTION	MARKS	TIME (minutes)
A: Objective-type questions COMPULSORY	**1**	**30**	**20**
B: THREE direct/indirect-type questions CHOICE: Answer any TWO.	**2**	**40**	**70**
	3	**40**	
	4	**40**	
C: TWO essay-type questions CHOICE: Answer any ONE.	**5**	**40**	**30**
	6	**40**	
TOTAL		**150**	**120**

7. Begin the answer to EACH question on a NEW page, e.g. QUESTION 1 – new page, QUESTION 2 – new page.

8. You may use a non-programmable 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 This Act safeguard businesses from dishonest competitors:

A Consumer Protection Act (CPA), 2008 (Act 68 of 2008)
B Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997)
C Labour Relations Act (LRA), 1995 (Act 66 of 1995)
D National Credit Act (NCA), 2005 (Act 34 of 2005)

1.1.2 Botshelo Carwash started selling food to its existing customers in order to increase profits:

A Concentric diversification
B Conglomerate diversification
C Horizontal diversification
D Backward vertical integration

1.1.3 Jessica Manufactures has a full control over challenges posed by the … environment.

A macro
B market
C micro
D macro and market

1.1.4 The human resource manager included the … of employers and employees when drawing up the employment contract.

A signatures
B disciplinary policies
C probation periods
D fringe benefits

1.1.5 Tech management implemented the … step of the PDCA model by improving processes and systems.

A act
B check
C do
D plan

(5 x 2) (10)

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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.

strategy; opportunity employee; job specification; threat; quality assurance; quality control; employer; goal; job description

1.2.1 Moss Ltd has the right to form … organisations to represent them in labour related matters.

1.2.2 A … is a plan of action to address the business problems.

1.2.3 Veg Furniture recently experienced an increase in corporate tax, which is considered as a … to the businesses.

1.2.4 The human resource management prepared duties and responsibilities to be included in the advertisement. This is called a …

1.2.5 Zodwa Manufactures checked raw materials to ensure that high standards are maintained. This process is known as … (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. 1.3.6 K.

COLUMN A	COLUMN B
1.3.1 Learnership	A workers are paid according to the number of hours they spend at work
1.3.2 Forward vertical integration	B check application documents against the requirements of the job
1.3.3 Piecemeal	C practical training opportunities that only requires employees to attend external courses
1.3.4 Screening	D can be obtained if all departments work together towards the same quality standards
1.3.5 Quality performance	E business merges with the distributers
	F can be used for accountability within each of the business functions
	G practical training opportunities that can lead to a recognised occupational qualification
	H check the CV of every candidate for anything that needs to be explained
	I business merges with the suppliers
	J workers are paid based on the number of items they produced

(5 x 2) (10)

TOTAL SECTION A: 30

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SECTION B

Answer ANY TWO questions in this section.

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

QUESTION 2: BUSINESS ENVIRONMENTS

2.1 Name any FOUR pillars of the Broad-Based Black Economic Empowerment Act (BBBEE), 2003 (Act 53 of 2003). (4)

2.2 Outline the advantages of diversification strategies. (6)

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

OLIVE SHOP (OS)

Olive Shop has recently experienced a decline in sales due to new tariffs that were introduced by the USA. The management terminated the contracts of certain employees to reduce the operational costs. OS also sold part of their assets that were no longer used in their business.

Identify TWO types of defensive strategies applied by OS. Motivate your answer by quoting from the scenario above.

Use the table below as GUIDE to answer QUESTION 2.3.

TYPES OF DEFENSIVE STRATEGIES	MOTIVATIONS
1.	
2.	

(6)

2.4 Discuss the rights of employees in terms of the Labour Relations Act (LRA), 1995 (Act 66 of 1995). (6)

2.5 Describe any TWO types of intensive strategies. (6)

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

ORATILE BUILDERS (OB)

The employees of Oratile Builders work five days in a week. The human resource management allows employees to work nine hour per day and give a 60 minutes meal break.

2.6.1 Name the Act applied by OB in the scenario above. (2)

2.6.2 Explain penalties for non-compliance of the Act identified in QUESTION 2.6.1. (4)

2.7 Advise businesses on the strategic management process. (6)

[40]

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QUESTION 3: BUSINESS OPERATIONS

3.1 State any FOUR examples of sources of internal recruitment. (4)

3.2 Elaborate on the meaning of *placement*. (4)

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

TICK TALK CELLPHONE (TTC)

Tick Talk Cellphone is a company that specialises in Android phones. Recently, the company dismissed an employee for stealing software. They opened another business at Mahikeng. TTC also planned to introduce artificial intelligence as part of its products, but one of their experienced technicians went on pension due to old age.

3.3.1 Quote TWO reasons for the termination of an employment contract from the above scenario. (2)

3.3.2 Explain other reasons for the termination of an employment contract. (4)

3.4 Discuss the importance of skills development in human resource management. (6)

3.5 Outline the benefits of a good quality management system. (6)

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

BOSS ENTERPRISES (BE)

Boss Enterprises render cleaning services across the North West province. The managing director consistently communicates the organisation's shared vision and mission to all employees. BE focuses on delivering high-quality services that strengthen the brand and promote long-term customer loyalty.

Identify TWO business functions that contribute to the success of BE. Motivate your answer by quoting the from the scenario above.

Use the table below as GUIDE to answer QUESTION 3.6.

BUSINESS FUNCTIONS	MOTIVATIONS

(6)

3.7 Explain the effectiveness of continuous skills development/education and training as a total quality management (TQM) element on large businesses. (4)

3.8 Advise businesses on the role of quality circles as part of continuous improvement to processes and systems. (4)

[40]

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QUESTION 4: BUSINESS MISCELLANEUOS TOPIC

BUSINESS ENVIRONMENTS

4.1 Name any FOUR forces of Porter's Five Forces model. (4)

4.2 Identify the PESTLE factor applicable to EACH statement below:

4.2.1 Sol Manufactures borrowed money from the bank when the interest rates were low. (2)

4.2.2 Modise, the owner of Zig Butchery, learned the local language in order to understand his customers. (2)

4.3 Discuss the consumer rights as outlined in the of National Credit Act, (NCA) 2005 (Act 34 of 2005). (6)

4.4 Advise the businesses on the steps in strategy evaluation. (6)

BUSINESS OPERATIONS

4.5 Outline the selection procedure as human resource activity. (4)

4.6 Explain the purpose of an interview. (6)

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

JACOB AVO FARM (JAF)

Jacob Avo Farm export avocados to international markets. JAF has recently experienced a decline in sales due to products returned by unhappy customers. As a result, investors are withdrawing because the business is no longer making profit. JAF has decided to implement total quality management (TQM) in order to improve the business.

4.7.1 Quote TWO impacts of total quality management (TQM) if poorly implemented by JAF from the scenario above. (2)

4.7.2 Discuss other impact of total quality management (TQM) if poorly implemented by the business. (4)

4.8 Advise businesses on ways in which total quality management (TQM) can reduce the cost of quality. (4)

[40]

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SECTION C

Answer ANY ONE question in this section.

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

QUESTION 5: BUSINESS ENVIRONMENTS (LEGISLATION)

The purpose of Compensation for Occupational Injuries and Diseases Amendment Act, (COIDA) 1993 (Act 130 of 1993) is to provide compensation to employees who contract occupational diseases while performing their duties. It impacts workers by ensuring access to medical care and financial support. Business that fail to comply may face legal consequences. Proper compliance with COIDA promote workplace safety.

Write an essay on Compensation for Occupational Injuries and Diseases Amendment Act which you include the following aspects:

- Outline the purpose of the Compensation for Occupational Injuries and Diseases Amendment Act.
- Explain the impact of the Compensation for Occupational Injuries and Diseases Amendment Act on businesses.
- Discuss the penalties for non-compliance with Compensation for Occupational Injuries and Diseases Amendment Act.
- Advise businesses on ways in which they can comply with COIDA. **[40]**

QUESTION 6: BUSINESS OPERATIONS (HUMAN RESOURCES FUNCTION)

Businesses use recruitment to attract and select suitable candidates to fill in vacancies. External recruitment plays a significant role in shaping the growth and competitiveness of organisation. The Employment Equity Act helps the businesses to redress the past imbalances. Induction offers several benefits for both the employees and the businesses.

Write an essay on the human resources function incorporating the following aspects:

- Outline the recruitment procedure as human resources activity.
- Explain the impact of external recruitment on businesses.
- Discuss the implication of EEA on the human resource function.
- Advise the businesses on the benefits of induction. **[40]**

TOTAL SECTION C: 40
GRAND TOTAL: 150

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2026 Preparatory Examination: Errata, Additions and Adjustments to the Marking Guidelines

SUBJECT	BUSINESS STUDIES	**PAPER**	1
DATE	03/09/2026	**TIME OF ERRATA**	
QUESTION		**MARKS**	
QUESTION		**MARKS**	
QUESTION		**MARKS**	
QUESTION		**MARKS**	
	TOTAL MARKS AFFECTED		0
	TOTAL MARKS FOR THE PAPER AFTER ADJUSTMENT		150

REPLACE THE ANSWERS OR WRITE ADDITIONS OR ADJUSTMENTS ON THE TABLE BELOW:

QUESTION 2 2.2	Mark the following advantages of diversification, they are in revised provincial business studies notes and June 2026 NSC MG. - Sustained profitability from different product lines during times of fluctuating economic activities. √√ - Enables businesses to retain their competitive advantage by meeting needs of current/ new customers/ expanding into new unexplored markets. √√ - Allows businesses to remain relevant/functional/operational in a dynamic business environment√√	
2.6.2	Correct the placing of a tick - Labour inspectors may investigate/inspect/ask questions about complaints√ and remove records as evidence. √	
QUESTION 3 3.6	Accept the following role of quality circle since, is in the revised provincial notes of 2026. - Quality circles discuss ways of improving the quality of work/workmanship. √√	

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3.7	Mark also the negatives/disadvantages of continuous skills development/education and training on large businesses. - Poor communication systems in large businesses√ may prevent effective training from taking place. √ - Trained employees may leave for better jobs√ after they gained more skills. √ - De-motivates employees√, if they do not receive recognition for training. √ - Employees who specialise in narrowly defined jobs√ may become frustrated/demotivated. √ - Employees may not be aware of the level of competency they should meet√ in order to achieve their targets. √ - It may be difficult to monitor/evaluate√ the effectiveness of training. √	
QUESTION 4 4.1	Accept the following Porter's Five Forces Model - threats of new entry √	
4.5	Accept the following to the selection procedure as human resources activity: **Option 2** - Assess or test candidates who have applied for senior positions to ensure the best candidate is chosen. √√	
4.6	Correct the placing of tick. - Obtain information about the strengths and weaknesses √ of each candidate. √	
QUESTION 5 5.3	Mark the Impact of Compensation for Occupational Injuries and Diseases Amendment Act (COIDA) Advantages - Domestic workers can now claim compensation√ for work related injuries/illnesses. √ Disadvantages Note: Do not award marks for "Domestic /Military workers are not covered" the fact has been removed as a disadvantage of COIDA	

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education

Department:
Education
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

NASIONAL SENIOR CERTIFICATE

GRADE 12

BUSINESS STUDIES P1

SEPTEMBER 2026

MARKING GUIDELINES

MARKS: 150

This marking guideline consists of 28 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. For marking and moderation purposes, the following colours are recommended:

Marker	Red
Departmental Head	Green
Provincial moderator	Pink

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

3. 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 a different expression from that which appears in the marking guideline
   - Comes from another credible source
   - Original
   - A different approach is used

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

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

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

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

7. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in the marking

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guidelines. Only the total for each question should appear in the left-hand margin next to the appropriate question number.

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

9. 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.

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

11. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:

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

    11.2 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.

12. 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:

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

    12.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, compare, tabulate, 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

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

14. **SECTION B**

14.1 If for example, FIVE facts are required, mark the candidate's FIRST FIVE responses and ignore the rest of the responses. Indicate by drawing a line across the unmarked portion

NOTE: 1. This applies only to questions where the number of facts is specified. The above also applies to responses in SECTION C (where
2. applicable)

14.2 If two facts are written in one sentence, award the candidate FULL credit. Point 14.1 above still applies.

14.3 If candidates are required to provide their own examples/views, brainstorm this at the marking centre to finalise alternative answers and consult with the Internal Moderator of the province for approval.

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14.4 **Use of the cognitive verbs and allocation of marks:**

14.4.1 If the number of facts are specified, questions that require candidates 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.

14.4.2 If the number of facts required 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.

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

15. **SECTION C**

15.1 The breakdown of the mark allocation for the essays is as follows:

Introduction	**Maximum: 32**
Content	
Conclusion	
Insight	**8**
TOTAL	**40**

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15.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, paragraphs and a 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 to 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 for synthesis	**2**
Originality	Is there evidence of one or two examples in any TWO of the four sub-questions, not older than two (2) years, that are based on recent information, current trends and developments?	**2**
	TOTAL FOR INSIGHT: **TOTAL MARKS FOR FACTS:** **TOTAL MARKS FOR ESSAY (8 + 32):**	**8** **32** **40**

NOTE:
1. **The candidate must respond to at least any TWO of the four sub-questions in the INTRODUCTION and at least ONE of the four sub-questions in the CONCLUSION. Verbatim quoting of definitions/facts from credible sources is strongly discouraged.**
2. **The candidate forfeits marks for layout if 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.**
4. **No marks will be awarded for contents repeated from the introduction and conclusion**

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

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

15.5 Mark all 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".

15.6 At the end of each essay indicate the allocation of marks for facts (F) 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**

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15.7 When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of the same subheadings. Remember, headings and subheadings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See MARK BREAKDOWN at the end of each question.)

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

15.9 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 guideline.

15.10 15.10.1 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.

15.10.2 With effect from November 2015, the TWO marks will not necessarily appear 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.

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

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SECTION A

QUESTION 1

1.1
1.1.1 A √√
1.1.2 C √√
1.1.3 C √√
1.1.4 A √√
1.1.5 D √√ (5 x 2) **(10)**

1.2
1.2.1 employer √√
1.2.2 strategy √√
1.2.3 threat √√
1.2.4 job description √√
1.2.3 quality control √√ (5 x 2) **(10)**

1.3
1.3.1 G √√
1.3.2 E √√
1.3.3 J √√
1.3.4 B √√
1.3.5 D √√ (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

Mark the FIRST TWO questions only.

QUESTION 2: BUSINESS ENVIRONMENTS

2.1 **Pillars of the Broad-Based Black Economic Empowerment Act (BBBEE)**

- Management control √
- Ownership √
- Enterprise and supplier development/ESD √
- Skills development √
- Socio-economic development/Social responsibility √

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

2.2 **Advantages of diversification strategies**

- Increase sales and business growth. √√
- Improves the business brand and image. √√
- Reduces the risk of relying only on one product for sales/revenue/ income. √√
- More products can be sold to existing customers and additional more new markets can be established. √√
- Businesses gain more technological capabilities through product modification. √√
- Diversification into a number of industries or product line can help create a balance during economic fluctuations. √√
- Business produce more output using less inputs as one factory may be used to manufacture more products. √√

Any other relevant answer related to the advantages of diversification strategies.

Max (6)

2.3 **Types of defensive strategies from the scenario**

TYPES OF DEFENSIVE STRATEGIES	MOTIVATIONS
1. **Retrenchment** √√	The management terminated the contracts of certain employees to reduce the operational costs. √
2. **Divestiture** √√	OS also sold part of their assets that were no longer used in their business.√
Submax (4)	Submax (2)

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

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Max (6)

2.4 **Rights of employees in terms of Labour Relations Act/ LRA**

Employees have the right to:

- employees may join a trade union √ of their choice. √
- embark on legal strikes √ as a remedy for grievances. √
- refer unresolved workplace disputes √ to the CCMA. √
- refer unresolved CCMA disputes √ to the Labour Court on appeal. √
- request trade union representatives √ to assist/represent employees in the grievance/disciplinary hearing. √
- trade union representatives may take reasonable time off work with pay √, to attend to trade union duties. √

Any other relevant answer related to the rights of employees in terms of the LRA.

Max (6)

2.5 **Types of intensive strategies**

Market penetration √√

- New products penetrate an existing market at a low price, until it is well known to the customers and then the prices increases. √
- It is a growth strategy where businesses focus on selling existing products to existing markets. √
- Focuses on gaining a larger share of the market by reducing prices to increase sales/increasing advertising and promotion. √
- Businesses use the market research on existing clients to decide on how to improve their marketing mix. √
- Aggressive marketing campaigns such as lowering /reducing prices are used to attract potential/existing clients. √
- Embark on intensive advertising campaign to increase awareness and customer loyalty. √
- Employ more sales staff to improve sales/services. √

Any other relevant answer related to market penetration.

Strategy (2)
Description (1)
Submax (3)

Market development √√

- It is a growth strategy where businesses aim to sell its existing products in new markets. √
- Businesses target consumers in a potential market that is outside of its normal target market. √
- Increasing sales to the existing products by finding new ways to develop new markets. √

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- Prices are restructured /reviewed to cater for customers/consumers of all income levels. √

Any other relevant answer related to market development.

Strategy (2)
Description (1)
Submax (3)

Product development √√
- It is a growth strategy where businesses aim to introduce new products into existing markets/modifies an existing product. √
- Businesses generate new ideas and develop new products/services for existing/current markets. √
- Businesses conduct test marketing /market research to establish whether new products will be accepted by existing customers. √
- New products may be different /of a higher quality than those of competitors. √

Any other relevant answer related to product development.

Strategy (2)
Description (1)
Submax (3)

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

Max (6)

2.6 **Legislation**

2.6.1 Basic Conditions of Employment Act /BCEA √√ **(2)**

2.6.2 **Penalties of non-compliance for Basic Conditions of Employment Act/BCEA**
- Labour inspectors may serve a compliance order √ by writing to the Department of Labour. √
- Labour inspectors may investigate/inspect/ask questions √ about complaints and remove records as evidence. √
- Businesses may be taken to the labour court √ for a ruling. √
- Businesses that are found guilty of non-compliance √ may face heavy fines/ penalties. √
- They can be ordered to pay compensation √ and damages to the employee. √
- The Director General may agree/change/cancel √ the compliance order √

Any other relevant answer related to penalties of non-compliance for BCEA.

Max (4)

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2.7 **Strategic management process**

OPTION 1

- Have a clear vision, a mission statement and measurable/realistic objectives in place. √√
- Identify opportunities/weaknesses/strengths/threats by conducting environmental scanning/situational analysis. √√
- Tools available for environmental scanning may include a SWOT analysis/Porter's Five Forces model/PESTLE analysis/industrial analysis tools. √√
- Formulate alternative strategies to respond to the challenges. √√
- Develop (an) action plan(s), including the tasks to be done/deadlines to be met/resources to be procured. √√
- Implement selected strategies by communicating it to all stakeholders/organising the business's resources/motivating staff. √√
- Continuously evaluate/monitor/measure strategies in order to take corrective action. √√

Any other relevant answer related to the strategic management process.

OR

OPTION 2

- Review/Analyse/Re-examine their vision/mission statement. √√
- Conduct an environmental analysis using models such as PESTLE/ PORTER'S/SWOT. √√
- Formulate a strategy such as a defensive/retrenchment strategy. √√
- Implement a strategy, using a template such as an action plan. √√
- Control/Evaluate/Monitor the implemented strategy to identify gaps/deviations in implementation. √√
- Take corrective action to ensure goals/objectives are met. √√

Any other relevant answer related to the strategic management process.

Max (6)

[40]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	4
2.2	6
2.3	6
2.4	6
2.5	6
2.6.1	2
2.6.2	4
2.7	6
TOTAL	40

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QUESTION 3: BUSINESS OPERATION

3.1 **Sources of internal recruitment**

- Internal e-mails/Intranet/web sites to staff √
- Word of mouth/ Staff meetings √
- Business newsletter/circulars to staff √
- Internal/management referrals √
- Notice board of the business √
- Internal bulletins √
- Recommendation of current employees √
- Head hunting within the business/organisational database √

Any other relevant answer related to sources of internal recruitment.

NOTE: Mark the first FOUR (4) only

(4 x 1) (4)

3.2 **Meaning of placement**

- Selected candidates are placed where they will function optimally √ and add value to the business. √
- A specific job is assigned √ to the selected candidate. √
- The qualifications/skills/personality of the selected candidate √ is matched with the requirements of the job. √

Any other relevant answer related to the meaning of placement.

Max (4)

3.3 **Reasons for the termination of an employment contract from the scenario**

3.3.1
- Recently, the company dismissed an employee for stealing software. √
- TTC also planned to introduce artificial intelligence as part of its products, but one of their experienced technician went on pension due to old age. √

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 reasons for the termination of an employment contract**

- Employer may no longer have work √ for redundant employees/cannot fulfil the contract/is restructuring. √
- The employer may retrench some employees √ due to insolvency/may not be able to pay the employees. √
- Employees decided to leave by resigning voluntarily √ for better job opportunities. √
- The duration of the employment contract √ expires/comes to an end. √
- Incapacity to work √ due to illness/injuries. √

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- By mutual agreement √ between the employer and employee. √

Any other relevant answer related to the reasons for terminating contract.

NOTE: Do not award marks for responses that were quoted in QUESTION 3.3.1

Max (4)

3.4 **Importance of skills development in human resource management**

- The employee who receives the necessary training √ is more able to perform in their job. √
- The investment in training that a company makes √ shows employees that they are valued. √
- An effective training program √ allows employees to strengthen their skills. √
- Productivity usually increases √ when the human resources function implements training courses. √
- Ongoing training and up skilling of the workforce √, encourages creativity. √

Any other relevant answer related to the importance of skills development in human resource management.

Max (6)

3.5 **Benefits of a good quality management system**

- Effective customer services are rendered, resulting in increased customer satisfaction. √√
- Time and resources are used efficiently. √√
- Productivity increases through proper time management/using high quality resources. √√
- Products/Services are constantly improved resulting in increased levels of customer satisfaction. √√
- Vision/Mission/Business goals may be achieved. √√
- Business has a competitive advantage over its competitors. √√
- Regular training will continuously improve the quality of employees' skills/ knowledge. √√
- Employers and employees will have a healthy working relationship resultingin happy/ productive workers. √√
- Increased market share/financial sustainability as more customers improve profitability. √√
- Improves business image as there are less defects/returns. √√

Any other relevant answer related to the benefits of a good quality management system.

Max (6)

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3.6 **Business functions that contribute to the success of the business from the scenario**

BUSINESS FUNCTIONS	MOTIVATIONS
1.General management function √√	The managing director consistently communicates the organisations shared vision and mission to all employees. √
2.Public relations function √√	BE focuses on delivering high quality services that strengthen the brand and promote long term customer loyalty. √
Submax (4)	Submax (2)

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

Max (6)

3.7 **Effectiveness of continuous skills development/education and training on large businesses.**

- Large businesses have a human resources department √ dedicated to skills training and development. √
- Human resources experts ensure that training programmes are relevant √ to increased customer satisfaction. √
- Ability to afford √ specialised/skilled employees. √
- Large businesses could conduct skills audits √ to establish the competency/education levels of staff performing work which could affect the quality of products/processes positively. √
- May be able to hire qualified trainers √ to train employees on a regular basis. √

Any other relevant answer related to effectiveness of continuous development on large businesses.

Max (4)

3.8 **Role of quality circles as part of continuous improvement to processes and systems**

- Solve problems related to quality and implement improvements. √√
- Investigate problems and suggest solutions to management. √√
- Ensure that there is no duplication of activities/tasks in the workplace. √√

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- Make suggestions for improving processes and systems in the workplace. √√
- Improve the quality of products/services/productivity through regular reviews of quality processes. √√
- Monitor/Reinforce strategies to improve the smooth running of business operations. √√
- Increase employees' morale/motivation to boost the team spirit in achieving organisational goals. √√
- Contribute towards the improvement and development of the organisation. √√
- Reduce costs of redundancy and wasteful efforts in the long run. √√
- Increase the demand for products/services of the business. √√
- Create harmony and high performance in the workplace. √√
- Build a healthy workplace relationship between the employer and employee. √√
- Improve employees' loyalty/commitment to the organisational goals. √√
- Improve employees' communication at all levels of the business. √√
- Develop a positive attitude/sense of involvement in decision making processes of the services offered. √√

Any other relevant answer related to the role of quality circles as part of continuous improvement to processes and systems.

Max (6)
[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2	4
3.3.1	2
3.3.2	4
3.4	4
3.5	6
3.6	6
3.7	4
3.8	6
TOTAL	40

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QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS ENVIRONMENTS

4.1 **Forces of Porter's Five Forces model**
- Bargaining power of suppliers/ Power of suppliers √
- Bargaining power of buyers/ Power of buyers √
- Threat/Barriers to new entrants to the markets √
- Competitive rivalry/Power of competitors √
- Threat of substitutes/substitution √

NOTE: Mark the first FOUR (4) only.

(4 x 1) (4)

4.2 **PESTLE Factors**

4.2.1 Economic factor √√ **(2)**

4.2.2 Social factor √√ **(2)**

4.3 **Consumer rights in terms of National Credit Act, (NCA) 2005 (Act 34 of 2005)**

Consumers have a right to:
- Apply for credit √ and to be free from discrimination. √
- Receive Information in plain √ and understandable language. √
- Receive documents √ as required by the Act. √
- Receive pre-agreement documentation √ before concluding any credit transaction. √
- Obtain reasons √ for credit being refused. √
- Fair and responsible marketing. √
- Access and challenge credit records √ and information. √
- Choose which goods they will buy √ and return such goods if they are not satisfied. √
- Surrender/Return goods to the credit provider √ in order to settle the outstanding amount/debt. √
- Apply for debt review/counselling √ if the consumers cannot afford to repay their debts. √
- Receive protection √ of their personal information. √
- Receive protection √ from being held accountable for the use of their credit facility after they reported the loss/theft. √
- Refuse a credit limit increase. √

Any other relevant answer related to the consumer rights in terms of NCA.

Max (6)

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4.4 **Steps in strategy evaluation**

- Examine the underlying basis of a business strategy. √√
- Look forward and backwards into the implementation process. √√
- Compare the expected performance with the actual performance. √√
- Determine the reasons for deviations and analyse these reasons. √√
- Take corrective action so that deviations may be corrected. √√
- Set specific dates for control and follow up. √√
- Draw up a table of the advantages and disadvantages of a strategy. √√
- Decide on the desired outcome as envisaged when strategies were implemented. √√
- Consider the impact of the strategic implementation in the internal and external environments of the business. √√

Any other relevant answer related to the steps in strategy evaluation.

NOTE: Accept steps in any order.

Max (6)

BUSINESS OPERATIONS

4.5 **Selection procedure as human resources activity**

Option 1

- Determine fair assessment criteria on which selection will be based. √√
- Applicants must submit the application forms/CV and certified copies of personal documents/IDs/proof of qualifications. √√
- Sort the received documents/CVs according to the assessment /selection criteria. √√
- Screen/ Determine which applications meet the minimum job requirements and separate these from the rest. √√
- Preliminary interviews are conducted if many suitable applications were received. √√
- Reference checks/ Vetting process should be made/followed to verify work experience/criminal records/credit records/qualification on the CV. √√
- Compile a shortlist of potential candidates identified. √√
- Shortlisted candidates may be subjected to various types of selection tests e.g. skills tests, etc. √√
- Invite shortlisted candidates for an interview. √√
- A written offer is made to the selected candidate. √√
- Inform unsuccessful applicants about the outcome of their application/Some adverts indicate the deadline for informing only successful candidate. √√

Any other relevant answer related to selection procedure.

OR

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Option 2

- Receive documentation, e.g. application forms and sort it according to the criteria of the job. √√
- Evaluate CVs and create a shortlist/Screen the applicants. √√
- Check information in the CVs and contact references. √√
- Conduct preliminary sifting interviews to identify applicants who are not suitable for the job, although they meet all requirement. √√
- Conduct interviews with shortlisted candidates. √√
- Offer employment in writing to the selected candidates. √√
- Any other relevant answer related to selection procedure

Max (4)

4.6 **Purpose of interview.**

- To determine a candidate's√ suitability for the job. √
- Obtains information about the strengths √ and weaknesses of each candidate. √
- Evaluate the skills √ and personal characteristics of the applicant. √
- Helps the employer in choosing/making an informed decision √ about the most suitable candidate. √
- Matches information provided by the applicant √ to the job requirements. √
- Creates an opportunity where information about the business √ and applicant can be exchanged. √

Any other relevant answer related to the purpose of interview.

Max (6)

4.7 **Impact of total quality management (TQM) if poorly implemented from the scenario**

4.7.1
- JAF has recently experienced a decline in sales due to products returned by unhappy customers. √
- As a result, investors are withdrawing because the business is no longer making profit. √

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

(2 x1) (2)

4.7.2 **Other impact of total quality management (TQM) if poorly implemented**

- Setting unrealistic deadlines√ that may not be achieved. √
- Employees may not be adequately trained resulting √ in poor quality products. √
- Decline in productivity √ because of stoppages. √
- Businesses may not be able to make necessary changes of products/services √ to satisfy the needs of customers. √

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- Business reputation/image may suffer √ because of poor quality/defective goods. √
- Customers will have many alternatives to choose from √ and the impact could be devastating to businesses. √
- High staff turnover √, because of poor skills development. √
- Undocumented/Uncontrolled quality control systems/processes √ could result in errors/deviations from pre-set quality standards. √

Any other relevant answer related to impact of total quality management TQM) if poorly implemented.

NOTE: Do not award marks for responses that are quoted from the scenario in QUESTION 4.7.1

Max (4)

4.8 **Ways in which total quality management (TQM) can reduce the cost of quality**

- Introduce quality circles to discuss ways of improving the quality of work/ workmanship. √√
- Schedule activities to eliminate duplication of tasks. √√
- Share responsibility for quality output amongst management and workers. √√
- Train employees at all levels, so that everyone understands their role in quality management. √√
- Develop work systems that empower employees to find new ways of improving quality. √√
- Work closely with suppliers to improve the quality of raw materials/inputs. √√
- Improve communication about quality challenges/deviations, so that everyone can learn from experience. √√
- Reduce investment on expensive, but ineffective inspection procedures in t h e production process. √√
- Implement pro-active maintenance programmes for equipment/machinery to reduce/eliminate breakdowns. √√

Any other relevant answer related to ways in which total quality management (TQM) can reduce the cost of quality.

Max (4)
[40]

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BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	4
4.2.1	2
4.2.2	2
4.3	6
4.4	6
4.5	4
4.6	6
4.7.1	2
4.7.2	4
4.8	4
TOTAL	40

TOTAL SECTION B: 80



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SECTION C

Mark the FIRST question only.

QUESTION 5: BUSINESS ENVIRONMENTS (LEGISLATION)

5.1 **Introduction**

- The purpose of COIDA assist the employers against medical claims that results from injuries of employees in the workplace. √
- It ensures that workers receive financial support in case of workplace injuries. √
- Penalties will be imposed to all the businesses that do not comply. √
- It is the responsibility of employers to register their employees. √

Any other relevant introduction related to the purpose of COIDA/impact of COIDA/penalties for non-compliance of COIDA/ ways in which businesses can comply with COIDA.

Any (2 x1) (2)

5.2 **Purpose of Compensation for Occupational Injuries & Diseases Amendment Act (COIDA)**

- Provides a comprehensive protection to employees who injured in the course of performing their duties. √√
- COIDA applies to all casual and full-time workers who become ill/injured/ disabled/killed due to a workplace accident/disease. √√
- It excludes workers who are guilty of wilful misconduct/workers working outside South Africa for at least twelve months/members of the SA Defence Force/Police services. √√
- It provides for the establishment of a Compensation Board whose function is to advise the Minister of Labour on the application/provisions of COIDA. √√

Any other relevant answer related to the purpose of COIDA.

Max (8)

5.3 **Impact of Compensation for Occupational Injuries & Diseases Amendment Act (COIDA)**

Positives/Advantages

- Promotes safety √ in the workplace. √
- Employees do not contribute √ towards this fund. √
- Claiming processes √ are relatively simple. √
- Eliminates time √ and costs spent on lengthy civil court proceedings. √
- Any compensation to an employee/the family √ is exempt from income tax. √
- Employers are protected from financial burden should an accident occur in the workplace√ provided that the employer was not negligent. √

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- Makes businesses more socially responsible √ as they cannot just employ workers at random in dangerous working conditions. √
- Workers are treated with dignity √ and respect as businesses view them as valuable assets and not just as workers. √
- Covers all employees at the workplace √ if both parties meet all the necessary safety provisions in the Act. √
- Creates a framework for acceptable employment practices √ and safety regulations. √
- Supply administrative guidelines/mechanisms √ for dealing with/processing claims. √
- Employees are compensated financially for any injury/disability √ resulting from performing their duties at their workplace. √
- In the event of the death of an employee as a result of a work-related accident/ disease √, his/her dependent(s) will receive financial support. √
- Employees receive medical assistance √ provided there is no other medical assistance option. √ /Cannot claim medical assistance √ from the fund and medical aid. √
- Medical expenses/Other types of compensation are paid to employees √ and/or their families depending on the type/severity of the injuries. √
- Employers have to pay a monthly amount √ to the Compensation Fund depending on the number of employees/the level of risk they are exposed to. √

Any other relevant answer related to the advantages of COIDA.

AND/OR

Negatives/Disadvantages

- Claiming processes √ can be time consuming. √
- Domestic/Military workers are not covered. √
- Workers who are temporarily/permanently employed in foreign countries√ are not covered. √
- Employers may be forced to pay heavy penalties√ if they are found guilty of negligence/not enforcing safety measures. √
- Implementation processes/procedures required by the Act √ may be expensive. √
- Procedures required by this Act may be costly √ as paperwork places an extra administrative burden on businesses. √
- Employers have to register all their workers/make annual contributions to COIDA √, which may result in cash flow problems. √

Any other relevant answer related to the disadvantages of COIDA.

Max (14)

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5.4 **Penalties for non-compliance with Compensation for Occupational Injuries and Diseases Amendment Act**

- Businesses can be fined √ for refusing to lodge the claim/contravening the Act. √
- Businesses can be forced to make large payments √ if it did not take the necessary precautions according to the Act. √
- They may be forced to pay any recovery costs √ required by the Compensation Fund. √
- Employees may take businesses to court √ for not registering them with the Commissioner of the Compensation Fund. √
- If businesses are found guilty of any misconduct √, they will have to pay large penalties/face imprisonment. √

Any other relevant answer related to penalties of non-compliance with COIDA.

Max (10)

5.5 **Ways in which businesses can comply with COIDA**

- Businesses should provide a healthy/safe working environment. √√
- Ensure that the premises/equipment/machinery is in good working condition. √√
- Register with the Compensation Commissioner and provide the particulars of the business. √√
- Report all incidents causing death/injury/illness of employees. √√
- Levies must be paid to the Compensation Fund. √√
- Keep records of employees' income and details of work for four years. √√
- Submit returns of earnings by no later than 1 March annually. √√
- Allow regular assessment of the workplace by inspectors in order to determine the level of risk their employees are exposed to. √√
- Employers may not make deductions for COIDA from employees' remuneration packages. √√
- Businesses must ensure that claims are lodged within twelve months of the date of the accident. √√

Any other relevant answer related to ways the business can comply with COIDA.

Max (14)

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5.6 **Conclusion**

- The COIDA promote safety and fair treatment of injured workers. √√
- The Act improves employer-employee relations by offering legal protection. √√
- Non- compliance may result in the employer being liable for full compensation costs. √√
- Employer should contribute to the compensation fund. √√

Any other relevant conclusion related to the purpose of COIDA/impact of COIDA/penalties for non-compliance of COIDA/ ways in which businesses can comply with COIDA.

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

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	**2**	
Purpose of COIDA	**8**	
Impact of COIDA	**14**	**Max 32**
Penalties for non-compliance	**10**	
Ways to comply with COIDA	**14**	
Conclusion	**2**	
INSIGHT		
Layout	**2**	
Analysis, interpretation	**2**	**8**
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 OPERATIONS (HUMAN RESOURCE MANAGEMENT)

6.1 **Introduction**

- Recruitment procedure assist the businesses in getting the most qualified person to do the work. √
- External recruitment helps the business to outsource new skills from outside which may results in bringing growth. √
- The implication of EEA on human resource function assist in ensuring fairness is applied in the recruitment procedure. √
- Induction assist the newly employee to be productive in the workplace. √

Any other relevant introduction related to recruitment procedure/ impact of external recruitment/ implications of EEA/ benefits of induction.

Any (2 x 1) (2)

6.2 **Recruitment procedure as human resources**

- The human resource manager should evaluate the job/prepare a job analysis, that includes the job specification/job description/in order to identify recruitment needs. √√
- The human resource manager (HRM) should prepare the job description in order to identify recruitment needs. √√
- HRM should indicate the job specification/description/key performance areas to attract suitable candidates. √√
- Choose the method of recruitment, e.g. internal/external, to reach/target the suitable applicants/candidates. √√
- Vacancies can be internally advertised via internal email/word of mouth/ posters/staff notices. √√
- If the external recruitment is chosen, the relevant recruitment sources should be selected, e.g. recruitment agencies/tertiary institutions/ newspapers. √√
- If internal recruitment is unsuccessful, external recruitment should be considered. √√
- If the external recruitment is done, the relevant recruitment source should be selected, e.g. recruitment agencies, tertiary institutions, newspapers. √√
- The advertisement should be prepared with the relevant information, e.g. the name of the company, contact details, contact person. √√
- Place the advertisement in the appropriate media that will ensure that the best candidates apply. √√

Any other relevant answer related to recruitment procedures.

NOTE: The procedure may be in any order.

Max (10)

6.3 **Impact of External recruitment on businesses**

Positives/Advantages

- New candidates bring new talents/ideas/experiences/skills√ into the business. √
- There is a larger pool of candidates √ to choose from. √

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- It may help the business to meet affirmative action √ and BBBEE targets. √
- Minimises unhappiness/conflict amongst current employees√ who may have applied for the post. √
- There is a better chance of getting a suitable candidate with the required skills/qualification/competencies √ who do not need much training/development which reduces cost. √

Any other relevant answer related to advantages of external recruitment.

AND/OR

Negative/Disadvantages

- Information on CV's/referees√ may not be reliable. √
- Many unsuitable applicants √ can slow down the selection process. √
- New candidates generally take longer to adjust √ to a new work environment. √
- External sources can be expensive √, e.g. recruitment agencies fees/advertisements in the newspapers. √
- The selection process may not be effective √ and an incompetent candidate may be chosen. √
- Recruitments process takes longer/ is more expensive √ as background checks must be conducted. √
- In service training may be needed √ which decreases productivity during the time of training. √

Any other relevant answer related to the disadvantage of external recruitment

Max (14)

6.4 **Implication of EEA on human resources function**

- Offer equal pay √ for work of equal value. √
- Ensure that affirmative action√ promotes diversity in the workplace. √
- The human resource manager must treat employees fairly √ and promote/provide equal opportunities in the workplace. √
- Retrain/Develop/Train designated groups √ though skills development programmes. √
- Define the appointment process clearly √ to ensure all parties are well informed. √
- Compile employment equity plans √ that indicate how they will implement affirmative actions. √
- Assign a manager to ensure that the employment equity plan √ will be implemented/ regularly monitored. √
- Display a summary of the Act √ where employees can clearly see it/have access to it. √
- Report to the Departmental of Labour √ on the progress in the implementation of the equity plan. √

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- Conduct medical/psychological test fairly √ to employees/when deemed necessary. √
- Ensure that the workplace represents the demographics √ of the country at all level. √
- Restructure/Analyse current the employment policies. practices/ procedures √ to accommodate designated groups. √

Any other relevant answer related to implication of EEA on human resource function.

Max (12)

6.5 **Benefits of induction**

- Increases quality of performance/productivity which promotes the effective use of working methods/resources. √√
- Allows new employees to settle in quickly and work effectively. √√
- Ensures that new employees understand rules and restrictions in the business. √√
- New employees may establish relationships with fellow employees at different levels. √√
- Employees will be familiar with organisational structures, e.g. who are their supervisors/low level manager. √√
- Make new employees feel at ease in the workplace, which reduces anxiety/ insecurity/fear. √√
- New employees will understand their role/responsibilities concerning safety regulations and rules. √√
- Minimises/Decreases the need for on-going training and development. √√
- The results obtained during the induction process provide a base for focussed training. √√
- Opportunities are created for new employees to experience/explore different Departments. √√
- New employees will know the layout of the building/factory/offices/where everything is, which saves production time. √√
- Learn more about the business so that new employees understand their roles/ responsibilities in order to be more efficient. √√
- Company policies are communicated, regarding conduct and procedures/safety and security/employment contract/conditions of employment/working hours/leave. √√
- Realistic expectations for new employees as well as the business are created. √√
- New employees may feel part of the team resulting in positive morale and motivation. √√
- Employees may have a better understanding of business policies regarding ethical/professional conduct/procedures/CSR, etc. √√
- Reduces the staff turnover as new employees have been inducted properly. √√

Any other relevant answer related to benefits of induction.

Max (10)

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6.6 **Conclusion**

- The businesses can only recruit good employees when they apply correct recruitment procedures. √√
- External recruitment will bring new changes to the business since innovations will be implemented by newly appointed employees. √√
- It is important to for human resource function to implement human Employment Equity Act in order to eliminate barriers to equality. √√
- The new employees can be more productive when inducted properly and this can also improve the relations between the employer and employees. √√

Any other relevant introduction related to recruitment procedure/ impact of external recruitment/ implications of EEA/ benefits of induction.

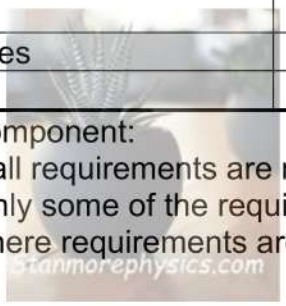
Any (1 x 2) **(2)**
[40]

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QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Recruitment procedure	10	
Impact of external recruitment	14	
Implication of EEA on HR	12	
Benefits of Induction	10	
Conclusion	2	
INSIGHT		
Layout	2	8
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 SECTION C: 40
GRAND TOTAL: 150

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