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education

Department:
Education
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

NATIONAL SENIOR CERTIFICATE

GRADE 12

BUSINESS STUDIES P2

SEPTEMBER 2026

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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 answer 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 Kelebogile applied the … leadership style when she delegated tasks to team members to develop their leadership skills.

A charismatic
B democratic
C laissez-faire
D transactional

1.1.2 Coetzee and Co. addressed HIV/AIDS as a socio-economic issue by …

A encouraging employees to join HIV support groups.
B offering learnerships.
C donating food parcels to NGO's.
D discriminating against employees with HIV/AIDS.

1.1.3 Peppa Pug … as a method to encourage creative thinking in the workplace.

A ignored employees' ideas
B restricted communication in the workplace
C placed suggestion boxes in the workplace
D punishing employees for new ideas

1.1.4 Matrozet Insurers applied the principle of … when they compensated Letlotlo Enterprise for losses incurred due to burglary.

A insurable interest
B utmost good faith
C security
D indemnification

1.1.5 Zinhle handled the feedback session in a professional manner when she …

A addressed the audience in a rude manner.
B responded politely to questions from the audience.
C responded to questions without listening.
D ignored a valid comment from the audience. (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.

complainer; corporate social investment; age; private; problem solving; culture; expert; public corporate social responsibility; decision making

1.2.1 A … company is not required to file annual financial statements with the commission.

1.2.2 When businesses consider various alternatives before selecting the best one, they make use of …

1.2.3 A legal obligation that benefits both business and society is known as …

1.2.4 Gregory dealt with a/an … as a type of difficult personality when he listened to Khutso's criticism without acknowledging it.

1.2.5 Promotions should be based on skills and ability. This refers to … as a diversity issue. (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 Limited liability	A used by a company to raise long-term funds
1.3.2 Flip chart	B team members open with one another and challenge each other's ideas
1.3.3 Management	C shareholders are only liable for the amount they invest in the company
1.3.4 Debentures	D focuses on the bottom line/short-/ medium term
1.3.5 Storming	E visual aid that requires a software licence
	F shareholders are personally responsible for all the debts of the company
	G focuses on the horizon/long term
	H used by a company to give ownership to investors
	I team members have ambition and work together to achieve success
	J visual aid used to summarise ideas during the feedback sessions

(5 x 2) (10)

TOTAL SECTION A: 30

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SECTION B

Answer ANY TWO questions in this section.

NOTE: Cleary 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 VENTURES

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

2.2 Outline the advantages of unit trusts as a form of investment. (6)

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

BAHLEKI SOLUTIONS (BS)

Bahleki Solutions aims to improve the quality of their products. They encourage and motivate employees to adapt quickly to change. Management applies the leadership style that best suits the task. The company is also aware of the importance of personal attitude in achieving effective leadership.

Identify TWO leadership theories used by BS. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.3.

LEADERSHIP THEORIES	MOTIVATIONS
1.	
2.	

(6)

2.4 Discuss the impact of the transactional leadership style. (4)

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

SHALOCK DISTRIBUTORS (SD)

Shalock Distributors (SD) provides distribution services to retailers and other businesses. The owner is able to make all decisions independently. It is not always possible to offer high salaries to employees. The owner maintains personal contact with clients to ensure good relationships.

2.5.1 Quote TWO advantages of a sole trader/sole proprietorship from the scenario above. (2)

2.5.2 Explain other advantages of a sole trader/sole proprietorship. (4)

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2.6 Discuss mutual funds/stokvel as a type of investment opportunity. (4)

2.7 Differentiate between *insurance* and *assurance*. (4)

2.8 Advise the business on the important factors to consider during a presentation. (6)
[40]

QUESTION 3: BUSINESS ROLES

3.1 Name any FOUR focus areas of corporate social investment (CSI). (4)

3.2 Elaborate on the meaning of *creative thinking*. (4)

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

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

VALUE CREATIONS (VC)

Value Creations has recently experienced a decline in productivity. They decided to consult a group of experts without bringing them together.

3.4.1 Identify the problem-solving technique from the scenario above. (2)

3.4.2 Discuss the impact of the problem-solving technique identified in QUESTION 3.4.1. (4)

3.5 Explain the benefits of diversity in the workplace. (4)

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

LERATO DESIGNERS (LD)

Lerato Designers encourages employees to work in teams. Teams share a common goal, as team members are involved in setting goals for the group. All members actively participate in decision-making. The workplace fosters a climate of respect, trust, and honesty.

3.6.1 Quote TWO characteristics of successful team performance from the scenario above. (2)

3.6.2 Discuss any other characteristics of successful team performance. (4)

3.7 Explain the impact of corporate social responsibility (CSR) on businesses. (6)

3.8 Recommend ways in which businesses could promote social rights in the workplace. (6)
[40]

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QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 Name any FOUR examples of short term insurance. (4)

4.2 Outline the functions of the Johannesburg Stock Exchange (JSE). (6)

4.3 Explain how management can contribute to the success and/or failure of a public company. (4)

4.4 Advise business on the role of a positive attitude in successful leadership. (6)

BUSINESS ROLES

4.5 Name THREE components of the triple bottom line. (3)

4.6 Outline the responsibilities of employers in promoting human health and safety in the workplace. (4)

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

DENZEL CONFECTIONERIES (DC)

Denzel Confectioneries is a local bakery. Peter, a human resource manager, promised Tebogo a promotion if she agreed to have a relationship with him.

Identify the unprofessional business practice in the scenario above. Motivate your answer by quoting from the scenario above. (3)

4.8 Explain the advantages of creative thinking in the workplace. (6)

4.9 Advise businesses on how they should handle conflict in the workplace. (4)
[40]

TOTAL SECTION B: 80

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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 VENTURES (PRESENTATION AND DATA RESPONSE)

An effective business presentation requires presenters to be well prepared. Presenters often use handouts to meet the needs of different audiences. It is important that presenters handle feedback in a non-aggressive and professional manner. They should strive to improve on their next presentation.

Write an essay on presentation and data response in which you include the following aspects:

- Outline factors that should be considered when preparing a presentation.
- Explain the impact of handouts as a type of visual aid.
- Discuss how the presenter should handle feedback after a presentation in a non-aggressive and professional manner.
- Suggest areas for improvement for the presenter for his/her next presentation. **[40]**

QUESTION 6: BUSINESS ROLES (ETHICS AND PROFESSIONALISM)

Businesses are responsible to conduct their business ethically and professionally. Many businesses agree that unethical business practices have a negative impact on their operations. Successful businesses apply the King Code principles of good governance. Businesses are required to conduct their operations in a professional, responsible, ethical and effective manner.

Write an essay on ethics and professionalism in which you include the following aspects:

- Outline the difference between ethical and professional behaviour.
- Explain how the THREE types of unethical business practices create challenges to businesses.
- Discuss how business can apply the following King Code principles of good corporate governance to improve ethical business conduct:
  - Transparency
  - Accountability
  - Responsibility
- Recommend ways in which professional, responsible, ethical and effective business practice should be conducted. **[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**	2
DATE	09/09/2026	**TIME OF ERRATA**	
QUESTION		**MARKS**	
QUESTION		**MARKS**	
QUESTION		**MARKS**	
QUESTION		**MARKS**	
	TOTAL MARKS AFFECTED No marks affected		0
	TOTAL MARKS FOR THE PAPER AFTER ADJUSTMENT		0

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

Question 1.2.3	**Afrikaans** - Korporatiewe maatskaplike verantwoordelikheid √√	
2.1	**Examples of non-insurable risks** Award marks for the following: - Loss caused by war√ - Change in fashion√	
4.2	**Functions of the Johannesburg Stock Exchange/JSE** Award essence for the following: - Raises primary capital. √√	
4.4	Correction of phrasing of question 4.4(positive attitude instead of personal attitude) - Advise business on the role of personal attitude in successful leadership.	

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education

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NATIONAL SENIOR CERTIFICATE

GRADE 12

BUSINESS STUDIES P2

SEPTEMBER 2026

MARKING GUIDELINES

MARKS: 150

These marking guidelines consist 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. For marking and moderation purposes, the following colours are recommended:

Marker:	Red
Moderator:	Green
District moderator:	Orange
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 answers, provided by candidates, which relate to a particular question 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 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.

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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**: *'The outocratic leadership style provides strong leadership*√ *which makes new employees feel confident and safe.'*√

    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. *'The autocratic leadership style provides strong leadership* √*, which makes new employees feel confident and safe* √*, as expectations/roles are cleary explained to avoid confusion.'*√

    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 Give, name, state, outline, quote, identify, motivate, recommend, suggest, advise *(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.

13. 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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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.
2. The above also applies to responses in SECTION C (where 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 and refer to the DBE internal moderator to finalise alternative answers in consultation with the UMALUSI external moderators.

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

14.4.1 If the number of facts required is 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, a body, 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 writes FOUR sub-questions, but one/two/three sub-questions with irrelevant 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 question with no relevant facts; two '-S' appear in the left margin. Award a ZERO mark for synthesis.	**2**
Originality	Is there evidence one example in any TWO of the four sub-questions, not older than TWO (2) years, 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 TWO of the four sub-questions in the INTRODUCTION and at least ONE of the four sub-questions in die 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 is not stated.**
3. **No marks will be awarded for layout if the headings INTRODUCTION and CONCLUSION is 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 SUBMAX/MAX mark in a subsection has been attained. Write SUBMAX/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 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**

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. *'Each team member has a chance to participate without interference from other team members √ thereby avoiding the likelyhood of one person dominating the group process.'*√

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 C√√
1.1.2 A√√
1.1.3 C√√
1.1.4 D√√
1.1.5 B√√ (5 x 2) (10)

1.2
1.2.1 private √√
1.2.2 decision making√√
1.2.3 corporate social responsibility√√
1.2.4 complainer√√
1.2.5 age √√ (5 x 2) (10)

1.3
1.3.1 C√√
1.3.2 J√√
1.3.3 D√√
1.3.4 A√√
1.3.5 B√√ (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 answers to the FIRST TWO questions only.

QUESTION 2: BUSINESS VENTURES

2.1 **Examples of non-insurable risks**

- Nuclear weapons/war/earthquakes √
- Changes in fashion and trends √
- Improvement/Changes in technology √
- Irrecoverable debts √
- Financial loss due to bad management √
- Possible failure of a business √
- Shoplifting during business hours √
- Loss of income if stock is not received in time/Time that elapses between the ordering and delivery of goods √
- High rate of inflation √
- Losses/Damages incurred because of illegal marketing malpractices/activities√

Any other relevant example of non-insurable risks.

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

2.2 **The advantages of a unit trust**

- Managed by a fund manager who buys shares on the Johannesburg stock exchange/JSE. √√
- Easy to cash in as there are no penalties for withdrawals when an investor needs all or part of the money at any time. √√
- A small amount can be invested per month. √√
- Generally, beats inflation on the medium/long term. √√
- Safe investment, as it is managed according to rules and regulations. √√
- The investor has a variety to choose from/a wider range of shares from lower to higher degrees of risk. √√
- Easy to invest in, as investors simply complete a few relevant forms or invest online. √√
- Fluctuations in unit trust rates of return are often not so severe because of diversity of the investment fund. √√
- Offer competitive returns in the form of capital growth and dividend distribution.√√
- Fund managers are knowledgeable/experts/reliable/trustworthy as they are required to be accredited to sell unit trusts. √√
- Decrease/Lowers the potential risk and allow more people to invest in the fund.√√

Any other relevant answer related to the advantages of unit trust as a form of investment. **Max (6)**

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2.3 **Leadership theories from the scenario**

LEADERSHIP THEORIES	MOTIVATIONS
1. Transformational leadership theory√√	They encourage and motivate employees to adapt quickly to change.√
2. Situational leadership theory √√	Management consistently applies the leadership style that best suits the task. √
Submax (4)	Submax (2)

NOTE:
1. **Mark the first TWO (2) only.**
2. **Award marks for the leadership theory even if the motivations were incomplete.**
3. **Do not award marks for the motivation if the leadership theory were incorectly identified.**

2.4 **Impact of the transactional leadership style**
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.

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. √
- Managing/Controlling employees √ may be time-consuming. √
- Some employees may be demoralised/unmotivated if they fail to reach/meet targets √ despite having worked very hard.√
- Not suitable for team work √ as all team members can be punished for poor performance caused by one team member. √

Any other relevant answer related to the negative impact/disadvantages of the transactional leadership style. **Max (4)**

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2.5 **Forms of ownership**

2.5.1 **Advantages of a sole trader/sole proprietor from the scenario**

- The owner is able to make all decisions independently. √
- The owner maintains personal contact with clients to ensure good relationships√.

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

2.5.2 **Other advantages of a sole trader/sole proprietorship**

- All profits √ belong to the owner. √
- Simple √ management structure. √
- Can easily adapt to the needs √ of the client/customer. √
- No legal process √ and requirements. √
- The assets of the business √ belong to the owner personally. √
- Requires a small amount of capital √ to start. √

Any other relevant answer related to the advantages of a sole trader/sole proprietorship.

NOTE: Do not award marks for responses that were quoted in Question 2.5.1. **Max (4)**

2.6 **Mutual fund/stokvel as a type of investment opportunity**

- It is an informal savings scheme √ to which a relatively small group of people contribute. √
- Each member takes a turn to draw from the scheme/fund/stokvels √ for their own personal gain. √
- No/Small return on investment, √ as contributions is distributed monthly to one of the members. √
- It encourages people to save each month √ for a specific reason. √
- Banking fees are shared by the members, √ resulting in low cost of investment per member. √
- In times when it is hard to get bank loans, √ stokvel pay-outs may come in handy.√
- A stokvel is usually managed by a trustworthy chairman/treasurer, √ who will be responsible for keeping records and managing the bank account. √
- Members usually discuss how the money will be invested √ and agree on the risks they are willing to take. √

Any other relevant answer related to mutual funds as a type of investment opportunity. **Max (4)**

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2.7 **The difference between insurance and assurance**

INSURANCE	ASSURANCE
- Based on the principle √ of indemnity. √	- Based on the principle √ of security/certainty. √
- The insured transfers the cost of potential loss √ to the insurer at a premium. √	- The insurer undertakes to pay an agreed sum of money after a certain period has expired/on the death of the insured person, √ whichever occurred first√.
- It covers a specified event √ that may occur. √	- Specified event is a certainty, √ but the time of the event is uncertain. √
- Applicable to √ short term insurance.√	- Applicable to √ long term insurance.√
- Examples Property insurance/Money in transit/Theft/Burglary/Fire √	- Examples Life insurance/Endowment policies/Retirement annuities√
Submax(2)	Submax (2)

NOTE:
1. **The answer does not have to be in tabular format.**
2. **The differences do not have to link, but must be clear.**
3. **Award a maximum of TWO (2) marks if the difference is not clear/Mark either insurance or assurance only.** **Max (4)**

2.8 **Factors that should be considered while/during a presentation**

- Establish credibility by introducing yourself as the presenter at the start. √√
- Show the most important information first. √√
- Make the purpose/main points of the presentation clear at the start of the presentation. √√
- Use suitable section titles/headings/sub-headings/bullets. √√
- Stand in a good position/upright, where the audience can clearly see the presenter/presentation. √√
- Avoid hiding behind equipment. √√
- Do not ramble on at the start, to avoid losing the audience/their interest. √√
- Capture listeners' attention/Involve the audience with a variety of methods such as short video clips/sound effects/humour. √√
- Maintain eye contact with the audience. √√
- Be audible/loud and clear to all listeners/audience. √√
- Vary the tone of voice/tempo within certain sections to prevent monotony. √√
- Make the presentation interesting with visual aids/anecdotes/examples/Use visual aids effectively. √√
- Use appropriate gestures/body language to emphasize certain points.√√
- Speak with energy and enthusiasm. √√
- Pace yourself/Do not rush or talk too slowly. √√
- Keep the presentation short and simple. √√
- Summarise the main points of the presentation to conclude the presentation. √√
- Conclude/End with a strong/striking ending that will be remembered. √√
- Ensure that the audience will leave with/take away specific information/benefits. √√

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- Manage time effectively to allow time for questions. √√

Any other relevant answer related to factors that should be considered by the presenter while presenting. **Max (6)**

[40]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	4
2.2	6
2.3	6
2.4	4
2.5.1	2
2.5.2	4
2.6	4
2.7	4
2.8	6
TOTAL	40

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QUESTION 3: BUSINESS ROLES

3.1 **Focus areas of corporate social investment/CSI**
- Community √
- Rural development √
- Employees √
- Environment √

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

3.2 **Meaning of creative thinking**
- Creative thinking is the ability √ to think of original and innovative ideas. √
- It focuses on exploring ideas/generating possibilities √ and looking for many answers. √

Any other relevant answer related to the meaning of creative thinking. **Max (4)**

3.3 **The roles of 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 that could be harmful to their employees. √√
- Initiate/Promote/Maintain/Review measures to ensure the health and safety of workers. √√
- Check/Monitor the effectiveness of health and safety measures with management. √√
- 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 pro-actively. √√
- 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/OSHA. √√

Any other relevant answer related to the roles of the health and safety representatives in protecting the workplace environment. **Max (4)**

3.4 **Problem solving technique**

3.4.1 **Problem solving technique from the scenario**

Delphi technique √√ **(1 x 2) (2)**

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3.4.2 **Impact of the Delphi Technique**

Positives/Advantages

- The experts will give the business clear ideas/solutions √ on how to improve on productivity/profitability. √
- Business may use a group of experts √ without bringing them together. √
- Information received from experts can be used √ to solve complex business problems. √
- Experts may give honest/credible opinions √ as they do not have a direct/personal interest in the business. √
- Conflict may be avoided √ especially if all employees are knowledgeable and well qualified. √
- Dominating employees may not take over the process √ as they do not form part of the problem-solving process. √
- It reduces noise levels in an office environment √ since there is no group discussion√

Any other relevant answer related to the positive impact/advantages of the Delhi-technique.

AND/OR

Negatives/Disadvantages

- It is an expensive technique to use √ due to high administrative costs. √
- Not all experts are willing/interested √ to give feedback/complete questionnaires.√
- Some experts might not have an in-depth knowledge √ of certain topics. √
- Experts' suggestions may not be considered by some employees √ so consensus may not be reached. √
- May be time consuming/complicated √ to analyse data received from experts.√

Any other relevant answer related to negative impact/disadvantages of Delphi technique. **Max (4)**

3.5 **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 workplace improves √ the morale/motivation amongst employees.√
- Businesses with a diverse workforce are more likely to have a good public image√ and attract more customers.√
- Employees demonstrate greater loyalty to the business √ because they feel respected/accepted/understood.√
- 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 their 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

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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/satisfy consumers.√

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

Max (4)

3.6 **Characteristics of successful team performance from scenario**

3.6.1
- Teams share a common goal, as team members are involved in setting goals for the group. √
- The workplace fosters a climate of respect, trust, and honesty. √

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

(2 x 1) (2)

3.6.2 **Other characteristics of successful team performance**
- Share a set of team values √ and implement group decisions. √
- Successful teams √ have sound intra-team relations. √
- Teams value the contributions of individual members √ and reach consensus on differences. √
- Team members enjoy open communication √ and deal with items of conflict immediately. √
- Teams are accountable √ and members know the time frame for achieving their goals. √
- Teams pay attention to the needs √ of the individual team members. √
- Creates an environment where team members are given opportunities to develop √ so that team members grow and learn from the experience of working in a team. √
- Regular reviews of team processes and progress √ may detect/solve problems sooner. √
- Balance the necessary skills/knowledge/experience/expertise √ to achieve the objectives.√

Any other relevant answer related to the characteristics of successful team performance.

NOTE: Do not ward marks for responses quoted in QUESTION 3.6.1. Max (4)

3.7 **Impact of corporate social responsibility/CSR on the business**

Positives/Advantages
- Business may attract experienced employees/increase the pool of skilled labour√ which could increase productivity. √
- Positive/Improved image √ as the business looks after employees and conducts itself in a responsible way. √
- A 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.√
- Business may enjoy the goodwill/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. √

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- The government is less likely to enforce issues through legislation √ to businesses that voluntarily participate in CSR projects. √
- Employees feel as if they are making a difference √ in working for the business.√
- It helps to retain staff/lower staff turnover √ as employees' health and safety are considered. √
- Improves the health of its employees √ through focused CSR projects. √

Any other relevant answer related to the positive impact/advantages of CSR on businesses.

AND/OR

Negatives/Disadvantages

- It is difficult to accurately measure √ the effectiveness of social investment. √
- Most managers are not trained/lack experience √ to handle social programmes.√
- Business may find it difficult √ to adhere to legislation governing CSR. √
- Detailed reports must be drawn up √, which can be time consuming. √
- Employees may spend more time working on CSR projects √ instead of focusing on their core duties. √
- CSR activities distract business focus √ from its core business functions. √
- Shareholders may receive less dividends √, as some profits are spent on CSR. √
- A business may not be supported/Customers may not buy their products/ services √ resulting in a decrease in sales. √
- Small and medium enterprises find it difficult √ to implement CSR programmes. √
- Social spending reduces business/economic efficiency √ which makes it less competitive. √
- Social involvement is funded from business profits √ which could have been used to the benefit of customers/reduce prices. √
- It can increase the financial risk √, as CSR projects cost money/may impact negatively on profits. √
- It is not easy to determine the exact needs of the communities √, which may result in fruitless expenditure on CSR. √
- Providing goods/services that meet the needs of consumers √ is according to some stakeholders, already socially responsible. √
- Some shareholders/stakeholders might withdraw their support from the business√ as they feel that social issues should be the government's responsibility. √

Any other relevant answer related to the negative impact/disadvantages of CSR on businesses. **Max (6)**

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3.8 **Ways to promote social rights in the workplace**

- Businesses should ensure that employees have access to clean water/social security. √√
- Encourage employees/Provide opportunities for skills training/basic education.√√
- Register workers with UIF to provide adequate protection in the event of unemployment/illness. √√
- Encourage employees to participate in special events, e.g. World Aids day. √√
- Provide health care services by establishing site clinics to give employees access to basic medical examinations√√

Any other relevant answer related to ways a business can promote social rights.

Max (6)

[40]



BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2	4
3.3	4
3.4.1	2
3.4.2	4
3.5	4
3.6.1	2
3.6.2	4
3.7	6
3.8	6
TOTAL	40

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QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 **Examples of short term insurance**

- Property insurance√
- Money in transit√
- Theft√
- Burglary√
- Fire√

Any other relevant answer related to examples of short term insurance.

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

4.2 **Functions of the Johannesburg Stock Exchange/JSE**

- Gives opportunities to financial institutions such as insurance companies to invest their surplus funds in shares. √√
- Serves as a barometer/indicator of economic conditions in South Africa. √√
- Keeps investors informed by publishing 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. √√
- Venture capital market is made possible on the open market. √√
- Strict investment rules ensure a disciplined/orderly market for securities. √√
- Raises primary capital by encouraging new investments in listed companies. √√
- Mobilises the funds of insurance companies and other institutions. √√
- Regulates the market for trading in shares. √√
- Plans, researches and advises on investment possibilities. √√
- Ensures that the market operates in a transparent manner. √√
- Provides protection for investors through strict rules/legislation. √√
- 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. √√
- Enhance job creation and increases economic growth/development.√√

Any other relevant answer related to the functions of the Johannesburg Securities Exchange/JSE. **Max (6)**

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4.3 **Contribution of management as a criterion to the success and/or failure of a public company**

SUCCESS FACTORS	AND/OR	FAILURE FACTORS
- Managed by a board of competent highly skilled directors √ which result in better decision making. √		- Directors may not have a direct interest in the company, √ which can hamper the growth and profit maximisation. √
- The management of the company can improve √ since directors are accountable to shareholders. √		- Large management structure √ can result in decision making taking time. √
- Shareholders can vote for/appoint the most capable directors √ to manage their company. √		- Directors' fees increase the company's expenses √ which reduces net profit. √
- Directors bring creative ideas, √ which encourages efficiency in the company. √		- Management may be open to legal challenges √ if their reports do not comply with the King Code. √
		- Shareholders may not exercise their voting rights √ resulting in choosing the wrong person as director. √
		- Directors may not be motivated to work very hard √ because shareholders decide on the director's remuneration. √
Any other relevant answer related to how management as a criterion could contribute to the success of a public company.		Any other relevant answer related to how management as a criterion could contribute to the failure of a public company.

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

4.4 **The role of personal attitude in successful leadership**

- Positive attitude releases leadership potential for personal growth.√√
- A leader's good attitudes 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 set 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 inspires 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. √√
- Any other relevant answer related to the role of personal attitude in successful leadership.

Max (6)

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BUSINESS ROLES

4.5 **Components of the tripple bottom line**
- People/Social √
- Profit/Economic √
- Planet/Environment √

NOTE: Mark the first THREE (3) only. **(3 x 1) (3)**

4.6 **The responsibilities of employers in promoting human health and safety in the workplace**
- Provide and maintain equiptment that is safe for the employees to use in order to perform their work. √√
- Keep systems in place to ensure that there is no harmful impact on the health and safety of workers. √√
- Reduce/Remove dangers to workers and provide personal protective clothing. √√
- Provide a working environment where the workers' health is not impaired by hazards resulting from production/processing/storage/transportation of materials or equipment.√√
- Employers must know where potential dangers might be and take measures to eliminate/limit the harm, such as, the surfaces ot the floor must not be slippery.√√
- Workers must be informed/instructed/and supervised to limit potential dangers to them/Emergency exit door signs should be visible to all employees.√√
- Provide a system where equipment is used under the supervision of a designated trained worker.√√
- Comply with safety laws/protocols which seek to promote a healthy working environment.√√

Any other relevant answer related to the responsibilities of the employer in promoting human health and safety in the workplace. **Max (4)**

4.7 **Unprofessional business practice from the scenario**
Sexual harassment√√ **(2)**

Motivation
- Peter, a human resources manager, promised Tebogo a promotion if she agreed to have a relationship with him. √ **(1)**

NOTE: Do not award marks for the motivation if the unprofessional business practice was incorrectly identified. **Max (3)**

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4.8 **Advantages of creative thinking**

- Better/Unique/Unconventional ideas/solutions √ are generated. √
- May give the business a competitive advantage √ if unusual/unique solutions/ideas/strategies are implemented. √
- Broadens the range of possible solutions √ when solving complex business problems. √
- Productivity increases √ as management/employees may quickly generate multiple ideas which utilises time/money more effectively. √
- Managers/Employees have more confidence √ as they can live up to their full potential. √
- Managers will be better leaders √ as they will be able to handle/manage change(s) positively/creatively. √
- Managers/Employees can develop a completely new outlook, √ which may
- be applied to any task(s) they may do. √
- Leads to more positive attitudes √ as managers/employees feel that they have contributed towards problem-solving. √
- Improves motivation amongst staff members √ which leads to high job satisfaction. √
- Managers/Employees have a feeling of great accomplishment, √ and they may not resist/obstruct the process once they solved a problem/contributed towards the success of the business. √
- Management/Employees may keep up with fast changing technology √ which may lead to an increased market share. √
- Stimulates initiative from managers/employees, √ as they are continuously pushed out of their comfort zone. √
- Creativity may lead to new inventions, √ which improves the general standard of living. √
- Businesses can continuously improve on the product development √ by exploring ways to enhance growth. √

Any other relevant answer related to advantages of creative thinking in the workplace. **Max (6)**

4.9 **Handling conflict in the workplace**

- Acknowledge that there is conflict between employers/employees/parties in the workplace. √√
- Identify the cause of the conflict to get clarity on its nature. √√
- Arrange a time and place for negotiations where all employees involved are present. √√
- Arrange a meeting between conflicting employers/employees. √√
- Make intentions for intervention clear so that parties involved may feel at ease.√√
- Arrange pre-negotiations where workers/complainants will be allowed to state their case/views separately. √√
- Each party has the opportunity to express his/her own opinions/feelings. √√
- Conflicting parties may recognise that their views are different during the meeting. √√
- Analyse/Evaluate the cause(s) of conflict by breaking it down into different parts.√√
- Evaluate the views expressed and make a objective decision. √√

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- Blame shifting should be avoided and a joint effort should be made. √√
- Direct conflicting parties towards finding/focusing on solutions. √√
- Devise/Brainstorm possible ways of resolving the conflict. √√
- Conflicting parties agree on criteria to evaluate the alternatives. √√
- Select/Implement the best solution that will deal with the conflict. √√
- Provide opportunities for parties to agree on the best solution. √√
- Evaluate/Follow up on the implementation of the solution(s). √√
- Monitor progress to ensure that the conflict has been resolved. √√
- Source experts on handling conflict from outside the business. √√

Any other relevant answer related to how businesses could handle conflict in the workplace. **Max (4)**

[40]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	4
4.2	6
4.3	4
4.4	6
4.5	3
4.6	4
4.7	3
4.8	6
4.9	4
TOTAL	40

TOTAL SECTION B: 80

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SECTION C

Mark the answer to the FIRST question only.

QUESTION 5 BUSINESS VENTURES (PRESENTATION AND DATA RESPONS)

5.1 **Introduction**

- Thorough preparation enables the presenter to select the most appropriate and relevant content, which helps to maintain the audience's interest. √
- Visual aids such as handouts can be used effectively to communicate key ideas clearly to the audience. √
- Feedback should be handled in a professional and non-aggressive manner, encouraging the audience to provide valuable input. √
- Presenters should reflect on their performance, including strengths and challenges, to improve future presentations. √

Any other relevant introduction related to the factors that should be considered when preparing for a presentation/impact of handouts as a type of visual aid/handling feedback after the presentation in non-aggressive and professional manner/areas of improvement for the next presentation. **Any (2 x 1) (2)**

5.2 **Factors that should be considered when preparing for a presentation**

- Clear purpose/intentions/objectives and main points of the presentation. √√
- The main aims should be captured in the introduction/opening statement of the presentation. √√
- Information presented should be relevant and accurate. √√
- Fully conversant with the content/objectives of the presentation. √√
- Background/diversity/size/pre-knowledge of the audience to determine the appropriate visual aids. √√
- Prepare a rough draft of the presentation with a logical structure/format with an introduction, body and conclusion. √√
- The conclusion must summarise the key facts and how it relates to the objectives/shows that all aspects have been addressed. √√
- Create visual aids/graphics that will consolidate the information/facts to be conveyed to the board of directors. √√
- Find out about the venue for the presentation, such as what equipment is available/appropriate/availability of generators as backup to load shedding. √√
- The time frame for presentation should considered, such as fifteen minutes allowed. √√
- Rehearse to ensure a confident presentation/effective use of time management.√√
- Prepare for the feedback session, by anticipating possible questions/comments. √√

Any other relevant answer related to the factors that must be considered when preparing for a presentation. **Max (8)**

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5.3 **Impact of handouts as a type of visual aid**

Positive/Advantages

- Meaningful handouts may be handed out at the start of the presentation √ to attract attention/encourage participation.√
- Notes/Hard copies of the slide presentation can be distributed at the end of the presentation √ as a reminder of the key facts of the presentation.√
- It is easy to update handouts √ with recent information/developments.√
- Notes may be compared with electronic slides/Powerpoints √ to validate/compare the accuracy of the information. √
- Extra information such as contact details/price lists may be handed out √ to promote the services of the business. √
- Useful information for improving the next presentation may be obtained √, when the audience completes feedback questionnaires after the presentation. √

Any other relevant answer related to the positive impact/advantages of handouts as a type of visual aid.

AND/OR

Negatives/Disadvantages

- Handing out material at the start of the presentation √ may distract/lose audience attention. √
- As it only summarises key information √, some details might be lost/omitted. √
- Printed material is expensive √ and it is easy to lose hard copies. √
- Increases the risk of unauthorised duplication √ and the use of confidential information. √
- Handouts cannot be combined with audio material √, it only focuses on the visual aspects of the support material. √

Any other relevant answer related to the negative impact/negatives of handouts as a type of visual aid. **Max (14)**

5.4 **How the presenter should handle feedback after the presentation in a non-aggressive and professional manner**

- The presenter should stand throughout √ the feedback session. √
- Be polite/confident/courteous √ when responding to questions. √
- Ensure that each question/comment is clearly understood √ before responding/rephrase questions if uncertain. √
- The presenter should first listen √ and then respond. √
- Provide feedback as soon as possible after the question was asked √ or after the session. √
- Be direct/honest/sincere √ when responding to questions. √
- Use simple language √ to support the examples used in the presentation. √
- Keep answers short √ and to the point. √
- Apologise/Acknowledge errors/mistakes √ if pointed out by the audience. √
- Encourage questions √ from the audience. √
- Always address the question √ and not the person. √
- Acknowledge good questions √ to motivate audience to ask more questions. √
- The presenter should not involve himself in a debate √ when responding to questions. √
- The presenter should not avoid the questions if he/she does not know the answer √ but rather promise feedback on it. √

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- Address the full audience √ and not only the person who posed the question. √

Any other relevant answer related to how the presenter should handle feedback after a presentation in a non-aggressive and professional manner. **Max (14)**

5.5 **Areas of improvement for the next presentation**

- The presenter should revise objectives that were not achieved.√√
- Use humour appropriately.√√
- Always be prepared to update/keep the information relevant.√√
- Reflect on any problem/criticism and avoid it in future presentations.√√
- Reflect on the time/length of the presentation to add/remove content.√√
- Reflect on the logical flow of the format/slides/application of visual aids.√√
- Increase/Decrease the use of visual aids/Replace or remove aids that do not work well.√√
- Information that the presenter receives as feedback from a presentation should be analysed and where relevant incorporated/used to update/amend his presentation. √√

Any other relevant answer related to areas of improvement to the presenter for his/her next presentation. **Max (10)**

5.6 **Conclusion**

- A well-prepared presentation creates a professional impression and helps to effectively maintain the audience's attention and interest. √√
- The use of handouts enables the presenter to communicate key information clearly and in a structured manner. √√
- Handling questions and feedback in a non-aggressive and professional manner demonstrates the presenter's experience, confidence, and maturity. √√
- Immediate reflection after the presentation allows the presenter to identify strengths and areas for improvement, contributing to continuous development.√√

Any other relevant conclusion related to the factors that should be considered when preparing for a presentation/impact of a handouts as a type of visual aid/ handling feedback after the presentation in a non-aggressive and professional manner/areas of improvement for the next presentation. **Any (1 x 2) (2)**

[40]

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QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Factors that should be considered when preparing for a presentation	8	
The impact of handouts as a type of visual aid	14	
How the presenter should handle feedback in a non-aggressive and professional manner	14	
Areas for improvement of the next presentation	10	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

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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 (ETHICS AND PROFESSIONALISM)

6.1 **Introduction**

- Employees are expected to project a professional image by applying the principles of professionalism and ethics. √
- Unethical business practices can result in a negative business image and hinder business growth. √
- In line with the principles of the King Code of good corporate governance, businesses should develop appropriate and progressive strategies to effectively address the challenges caused by unethical business practices. √
- Professional, responsible, ethical, and effective business practices ensure good corporate governance and attract investors. √

Any other relevant introduction related to the meaning of professional behaviour/challenges posed by unethical business practices/dealing with unethical business practices/ways in which professional, responsible, ethical and effective business practice should be conducted. **Any (2 x 1) (2)**

6.2 **Difference between ethical and professional behaviour**

ETHICAL BEHAVIOUR	PROFESSIONAL BEHAVIOUR
- Refers to the principles of right and wrong/acceptable in society. √√	- Refers to what is right/wrong/acceptable in the business. √√
- Conforms to a set of values that are morally acceptable. √√	- Set of standards/specific level of competence of expected behaviour.√√
- Forms part of a code of conduct to guide employees to act ethically. √√	- Applying a code of conduct of a profession or business. √√
- Focuses on developing a moral compass for decision making. √√	- Focuses on upholding the reputation of a business/profession. √√
- Involves following the principles of right and wrong in business activities/practices/dealings. √√	- Includes guidelines on employees' appearance/communication/attitude/ responsibility, etc. √√
Any other relevant answer related to ethical behaviour.	Any other relevant answer related to professional behaviour.
Submax (4)	Submax (4)

NOTE
1. **The answer does not have to be in tabular format.**
2. **The difference do not have to link but must be clear.**
3. **Award a maximum of FOUR (4) marks if the differences are not clear/Mark either ethical behaviour of professional behaviour.**

Max (8)

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6.3 **Types of unethical business practices posing challenges to businesses**

6.3.1 **Unfair advertising** √√

- Unfair advertisements could be harmful √ to consumers. √
- Deceptive advertising can violate the trust of consumers √ and destroy business relationships. √
- The use of false or misleading statements in advertising can lead to the misrepresentation of the concerned product, √ which may negatively affect consumers. √
- Businesses can make unwise advertising choices √ when they are under pressure to increase their profits. √
- Some advertisements may be regarded as discriminatory √ because they exclude/target some sections of the population. √

Any other relevant answer related to how unfair advertising as an unethical business practice pose challenges to businesses.

Type (2)
Discussion(2)
Submax(4)

6.3.2 **Pricing of goods in rural areas**√√

- Some businesses in the rural areas exploit their customers √ by adding much more than necessary to their prices. √
- Some consumers in rural areas have little economic power √ and are vulnerable to exploitation. √
- Businesses may form monopolies in rural areas √ and increase their prices unilaterally. √
- It may be common practice to pay higher prices √ for goods of inferior quality in rural areas. √

Any other relevant answer related to how pricing of goods in rural areas as an unethical business practice pose challenges to businesses.

Type (2)
Discussion (2)
Submax (4)

6.3.3 **Taxation/Tax evasion**√√

- Businesses may pay heavy fines √ for evading tax.√
- Tax evasion may negatively impact √ on the business image.√
- The accountant/Businesses may charge high fees √ for falsifying financial statements.√
- Businesses may lose key stakeholders √ if the act of tax evasion is reported.√
- Some businesses submit fraudulent/incorrect returns √ to SARS resulting in penalties.√
- Businesses may not be familiar with the latest changes √ in tax legislation.√

Any other relevant answer related to how taxation/tax evasion as an unethical business practice pose challenges to businesses.

Type (2)
Discussion (2)
Submax (4)

NOTE: Mark the first THREE (3) only. **Max(12)**

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6.4 **Application of the King Code principles for good corporate governance**

6.4.1 **Transparency**

- Decisions/Actions must be clear √ to all stakeholders. √
- Staffing and other processes should be open √ and transparent. √
- Employees/Shareholders/Directors should be aware √ of the employment policies of the business. √
- Auditing and other reports must be accurate/available √ to shareholders/ employees. √
- Regular audits should be done to determine √ the effectiveness of the business. √
- Business deals should be conducted openly √ so that there is no hint/sign of dishonesty/corruption. √
- Businesses should give details of shareholders' voting rights to them √ before/at the Annual General Meeting (AGM). √
- The board of directors must report on both the negative and positive impact of the business √ on the community/environment. √
- The board should ensure that the company's ethics on information √ are reliable/relevant and effectively implemented. √

Any other relevant answer related to how businesses can apply transparency as a King Code principle for good corporate governance.

Submax (6)

6.4.2 **Accountability**

- There must be regular communication √ between management and the stakeholders such as shareholders. √
- Businesses should be accountable/responsible √ for their decisions/ actions. √
- Company should appoint internal and external auditors √ to audit financial statements. √
- The board should ensure that the company's ethics on disclosure √ are motivated/proper/accurate and implemented effectively.√
- Businesses should present accurate annual reports √ to shareholders at the Annual General Meeting (AGM). √
- Top management should ensure that other levels of management are clear √ about their roles and responsibilities to improve accountability. √

Any other relevant answer related to how businesses can apply accountability as a King Code principle for good corporate governance.

Submax (6)

6.4.3 **Responsibility**

- The business/ board should develop and implement programmes √ that should be aimed at protecting the communities in which they operate. √
- The business/ board should develop remedial programmes to protect the environment √ for example, reduce air and water pollution.√

Any other relevant answer related to how businesses can apply responsibility as a King Code principle for good corporate governance.

Submax (4)
Max (16)

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6.5 **Ways in which professional, responsible, ethical and effective business practice 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, e.g. by 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 from embarrassment. √√
- Employers and employees need to comply with legislation regarding equal opportunities/human right in the workplace. √√
- 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 the 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 (10)**

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6.6 **Conclusion**

- Unethical and unprofessional business practices can be reduced through the implementation of a code of ethics in the workplace. √√
- Businesses that apply the principles of the King Code build a positive public image and are more likely to attract investors. √√
- Awareness of the challenges created by unethical business practices enables businesses to take proactive measures and prevent negative publicity. √√
- Businesses should conduct ongoing research and develop appropriate strategies to ensure that their practices are carried out in an ethical and professional manner. √√

Any other relevant conclusion related to the difference between ethical and professional behaviour/challenges posed by unethical business practices/application of the King code principles of good corporate governance/ways in which professional, responsible, ethical and effective business practice should be conducted.

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

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QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
The difference between ethical and professional business practises	8	
How the THREE types of unethical business practices pose challenges to businesses	12	
How business can apply the following King Code principles of good corporate governance to improve ethical business conduct. o Transparency o Accountability o Responsibility	16	
Ways in which professional, responsible, ethical and effective business practice should be	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 SECTION C: 40
GRAND TOTAL: 150

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