



education

DEPARTMENT: EDUCATION
MPUMALANGA PROVINCE

Grade 12

Supplementary Study Material

Business Studies

Together Educating the Nation

SECTION A (COMPULSORY)

QUESTION 1

- 1.1 Four options are provided as possible answers to the following questions. Choose the answer and write only the letter (A – D) next to the question number (1.1.1 – 1.1.10) in the ANSWER BOOK, for example 1.1.11 B.
- 1.1.1 When a dairy farmer sets up his own milk shop, it is called ... integration.
- A horizontal
B backward
C forward
D vertical
- 1.1.2 Which ONE of the following laws in South Africa promotes inclusivity?
- A Skills Development Act, 1998 (Act 97 of 1998)
B South African Qualifications Authority Act, 1995 (Act 58 of 1995)
C Basic Conditions of Employment Act, 1997 (Act 75 of 1997)
D Employment Equity Act, 1998 (Act 55 of 1998)
- 1.1.3 Successful businesses manage money in such a way as to guarantee a sound return on investment. This approach refers to ...
- A sustainability.
B electronic banking.
C profitability.
D customer base.
- 1.1.4 One of the main purposes of the Skills Development Act, 1998 (Act 97 of 1998) is to ...
- A improve productivity.
B discourage unfair discrimination.
C promote equal opportunity.
D promote payment of equal salaries to employees.
- 1.1.5 This form of ownership can trade its shares on the Johannesburg Securities Exchange:
- A Private company
B Public company
C Partnership
D Close corporation

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- 1.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A – H) next to the question number (1.2.1 – 1.2.5) in the ANSWER BOOK, for example 1.2.6 H.

COLUMN A	COLUMN B
1.2.1 Employees receive continuous education and training in their field of work	A conflict B quality assurance C lockout D lower management E staff development F creative thinking G middle management H workplace forum
1.2.2 Ideas that are original and useful to solve business challenges	
1.2.3 Disagreement on attitudes, opinions and beliefs	
1.2.4 The management level that is responsible for operational decisions	
1.2.5 This final action is available to the employer whereby he/she refuses his/her employees to perform work	

(5 x 2) (10)

- 1.3 Choose the correct word(s) from those given in brackets. Write only the word(s) next to the question number (1.3.1 – 1.3.5) in the ANSWER BOOK.

- 1.3.1 The private company consists of a maximum of (twenty/fifty) shareholders.
- 1.3.2 The partnership pays tax on its profits in the name(s) of the (partners/partnership).
- 1.3.3 An employee who has been unfairly dismissed can seek legal assistance from the (SAQA/CCMA).
- 1.3.4 To improve the quality of performance of the financial function of a business enterprise, an internal audit of the (macro-/micro-) environment is necessary.
- 1.3.5 The (job description/career path) outlines the duties and responsibilities of an employee.

(5 x 2) (10)

TOTAL SECTION A: 40

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- 1.1.6 Business ventures are required by law to charge customers for plastic packaging. This is one of the ways in which the business addresses ... issues.
- A human rights
B gender equity
C disability
D environmental
- 1.1.7 This risk of a business venture cannot be insured:
- A Improvements in technology
B Burglary
C Hail damage to company vehicles
D Losses resulting from the death of a business partner
- 1.1.8 The ability to influence others based on personal charm and inspiration is known as the ... leadership style.
- A free-reign
B autocratic
C charismatic
D super
- 1.1.9 ... deal(s) with the evaluation of employees in the workplace with a view to an increase in their wages and salaries.
- A Staff development programmes
B Counselling
C Performance appraisal
D Team-building exercises
- 1.1.10 This business function is directly involved in the sale of manufactured products in a company:
- A Marketing
B Production
C Human resources
D Finances

(10 x 2) (20)

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SECTION B (COMPULSORY)

QUESTION 2

- 2.1 The following questions are based on BBBEE.
- 2.1.1 Write down the full term for the abbreviation *BBBEE*. (2)
- 2.1.2 Justify the introduction of the BBBEE Act by explaining any TWO examples. (6)
- 2.1.3 Suggest TWO ways in which the BBBEE Act can be applied to a company that has a large sugar plantation. (4)
- 2.2 Describe the term *Corporate Social Responsibility (CSR)*. (4)
- 2.3 Identify any THREE socio-economic issues that may pose challenges to businesses and explain how they could address them. (12)
- 2.4 Identify the business sector of each business operation below and explain the reason for your answer.
- 2.4.1 Diamond mining in Namibia (4)
- 2.4.2 Commercial banks offering different types of investment opportunities (4)
- 2.5 Read the following scenario and answer the questions that follow:
- Dudu Khoza has been appointed as a sales manager at a supermarket in Soweto.

Her employment contract stipulates, amongst others, the following:

 - 10 working days annual leave
 - Resignation when Dudu falls pregnant
 - 8 hours of work per day
- Dudu has approached you as a labour consultant to advise her on her basic rights in terms of the employment contract.
- Write a critical evaluation of the above stipulations with regard to their compliance with the requirements of the Basic Conditions of Employment Act, 1997 (Act 75 of 1997). (12)
- 2.6 State SIX functions/roles of trade unions. (12)

[60]

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QUESTION 3

- 3.1 Read the following case study and answer the questions that follow:

The Story of Tom's Fashion Design Business

Mazwe Tom completed Grade 12 but remained unemployed. He always dreamed of a career in fashion design but could not afford to further his studies. As an innovative self-starter, this young man joined the classes offered by a community-based project that trained people to sew.

Using his skills from the sewing classes combined with his own initiative and self-motivation, a viable business idea was created.

He was put in contact with Donne Nicols of Cyril Ramaphosa's Shakunda Foundation. They immediately gave him machines for domestic and industrial sewing, as well as for over-locking.

He started making clothes according to orders from members of his local community. Word quickly spread about his unique designs. Tom marketed the business by means of flyers and the clothes his customers were wearing.

The most significant challenges that Tom faced were cash-flow management and poor client payment. Though modest in size and equipment, the business has grown. In the first year he was able to support himself and set aside some profit for capital.

When questioned about his success factors, Tom points to the uniqueness of the clothes he designs. 'I get my inspiration from all over – from watching how famous people dress. My designs are 100% original. I take in what I see, change it and put the Tom's Fashion Design stamp on it,' he says. Looking to the future, he says his sights are set on becoming a top South African designer. And if his story proves anything, it's that it pays to dream.

[Adapted from: *Entrepreneur*, February 2008]

- 3.1.1 Analyse any THREE qualities of Mazwe Tom as a successful entrepreneur. Use examples from the case study to support your answer. (12)
- 3.1.2 Identify any TWO key success factors of Mazwe Tom's business enterprise. (4)
- 3.1.3 Mazwe Tom states that the most significant challenges to his business are cash-flow management and poor client payment. Advise Mazwe on ways to overcome these challenges. (8)

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- 3.4.2 You are required to provide feedback at a meeting to the management of Cool Air Connection regarding their sales performance. Explain how you would analyse the information from the graph to provide feedback. (6)

- 3.5 Refer to the television advertisement below and answer the questions that follow.

RINGTONES

**New ringtones for your cellphone.
Download ringtones of your favourite
musician/artist.**

SMS 42226 followed by your name and number.

SMSs are charged at R10. Normal cellphone rates do not apply. Subscriptions are charged at R5 per week until you stop. Provide your banking details from which charges will be deducted.

- 3.5.1 Explain the term *unethical advertising*. (2)
- 3.5.2 What would you regard as unethical in this television advertisement? Substantiate your answer. (4)
- 3.6 Will the 2010 Soccer World Cup in South Africa benefit South African businesses? Substantiate your answer. (6)
[60]

QUESTION 4

- 4.1 Describe FIVE characteristics of a successful team in the workplace. (10)
- 4.2 Explain in detail how the quality of performance in General Management, as a business function, can contribute towards success or failure within the enterprise. (10)
- 4.3 The recent Labour Relations Act, 1995 (Act 66 of 1995) makes provision for the establishment of workplace forums. Give FOUR reasons why you think it was introduced. (8)
- 4.4 Discuss any FOUR ways in which a manager/leader can help to reduce employee stress in a business enterprise. (12)

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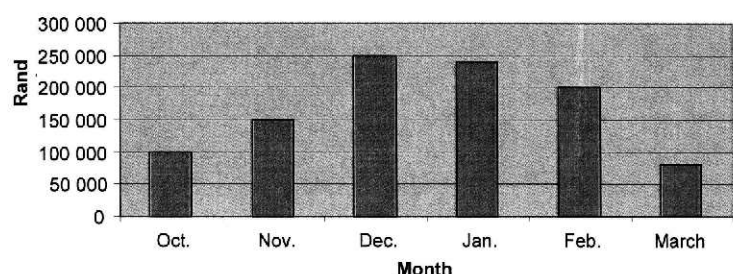
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- 3.2 Study the following scenario regarding insurance and answer the questions that follow:

Karen Jones owns a retail outlet at the Century City Shopping Centre in Cape Town. She sells imported ladies' garments. The business is insured against fire for R800 000. The market value of her business enterprise is R1 000 000 (one million rand). Fire caused damage to her business, which was assessed at R300 000.

- 3.2.1 Calculate the compensation that Karen Jones will receive from the insurance company. (5)
- 3.2.2 Give a reason for using the calculation method in QUESTION 3.2.1 above. (2)
- 3.3 Zamisa Zulu bought 100 000 ordinary shares at R2 per share from a public company listed on the Johannesburg Securities Exchange. At the end of the financial year, he received his first dividend cheque of R40 000 from the company.
- 3.3.1 Calculate the percentage return on investment received by Zamisa Zulu. (5)
- 3.3.2 Will Zamisa Zulu be happy with his return on the investment? Motivate your answer. (4)
- 3.4 The following graph illustrates the monthly sales figures of air conditioners for Cool Air Connection from October 2008 to March 2009.

Cool Air Connection: Sales Figures



- 3.4.1 Identify the type of graph that Cool Air Connection uses to present their business-related information. (2)

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- 4.5 Read the following case study and answer the questions that follow:

EXACTRA MINING COMPANY

Exactra Mining Company, in Ermelo, is mining asbestos, which is a highly toxic substance. They want to open a second mine in Badplaas.

The area is next to a breeding ground for different types of birds and fresh-water fish. It is also a popular tourist attraction, which is frequently visited by environmentalists and international tourists.

Most residents are unskilled and unemployed. There are very few shops and no recreation facilities for the community.

The mine will create employment for the local people by building a school and a clinic.

The environmental groups are opposed to the mining operation at Badplaas. They believe that the waste products from the mine will pollute the wetlands and members of the local community may suffer from asbestosis, a disease contracted from asbestos mining.

- 4.5.1 Apply the force-field problem-solving technique to address the above problem. (10)
- 4.5.2 Recommend whether the mining operation should commence or not. Give ONE reason for your answer. (4)
- 4.6 Explain the National Credit Act, 2005 (Act 34 of 2005) (NCA) in terms of its benefits to consumers. (6)
[60]

TOTAL SECTION B: 180

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SECTION C

Answer any TWO of the four questions in this section.

QUESTION 5

GOOD LUCK GLASS RECYCLING

Consol Glass advertised on radio that the company wanted to increase its recycling volumes.

Cato and Dominic, two school friends, decided to take this opportunity and launched their business, GOOD LUCK GLASS RECYCLING, in KwaZulu-Natal. Cato studied Business Studies up to Grade 12 level and he is currently doing a course in Business Management at Unisa. Dominic is responsible for the daily operation of the business.

They approached their former school, Umlazi High School, with a recycling proposal. The business will supply a container at no cost. Once the container is full, they will collect it from the school and in turn give the school a cash incentive. The project was launched in March 2008, and by the end of the year, they had 23 schools involved in the project.

GOOD LUCK GLASS RECYCLING have three permanent staff members and one casual employee.

The following are some of the challenges of their business operation:

- Three of their delivery vehicles are not in a good running condition.
- Convincing banks to finance the business operation.
- Changing learner attitudes towards glass recycling.
- Getting to grips with the tender processes to secure tenders.

Cato and Dominic have a vision of establishing five buy-back centres in KwaZulu-Natal. They want to sell recycled bottles to several other manufacturers. They also receive waste glass from various glass manufacturers in the province.

Develop a detailed SWOT analysis for GOOD LUCK GLASS RECYCLING. Formulate strategies to overcome their challenges and state how the strategies could be evaluated.

[40]

QUESTION 6

Legislation in South Africa makes provision for THREE types of compulsory insurance which provide security and indemnity for claimants.

Give a detailed explanation of the key provisions of any TWO compulsory insurances. Distinguish between compulsory and non-compulsory insurance and explain why only certain types of insurance should be made compulsory.

[40]

QUESTION 7

Enterprises agree that ethical and professional behaviour are important aspects of the business environment.

Describe the principles of ethical and professional behaviour. Evaluate the issues that pose challenges to the business environment in terms of ethical/professional behaviour and comment on its application in the business enterprise.

[40]

QUESTION 8

Anthony Chanderman is a professional labour consultant based in Cape Town. He has been requested by Sun International to do a presentation to newly appointed Human Resources Managers on the processes and procedures relating to Human Resources Management.

Discuss the various human resources steps that Chanderman needs to follow in his presentation to the Human Resources Managers of Sun International. Indicate the significance of each human resources step in your answer.

Suggest whether Human Resources Managers should follow the various steps at all times. Substantiate your answer.

[40]

TOTAL SECTION C: 80

GRAND TOTAL: 300



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Business Studies

November 2009

Memorandum

Business Studies 6
NSC – Memorandum
DoE/November 2009

- Corporate Social Investment (CSI)

Examples only – no marks allocated.

- Any relevant answer related to BBBEE implementation.

Fact: Max 2
Example: Max 1
(any 2 x 3) (6)

2.1.3 (LO4 AS3)

- The sugar company may have its own transport business and it may outsource this function to its black employees e.g. owner driver. ✓✓
- Selling part of its shares to its black employees so that they can share in the profits of the company. ✓✓
- If a Black person has a direct interest in the business. ✓✓
- Any other business that relates to the sugar plantation and BBBEE. ✓✓

(any 2 x 2) (4)

2.2 (LO1 AS3)

- Corporate social responsibility refers to the role played by corporate enterprises in providing for the urgent needs of the community in which they operate. ✓✓
- This programme includes poverty alleviation, education and training, on HIV/AIDS clinic, recreational facilities, etc. ✓✓
- Make sure alternative answers are related to the question.
- Any other relevant description of corporate social responsibility that illustrates a full understanding of the concept.
- An example without an explanation to illustrate the concept – no marks. ✓✓

(4)

2.3 (LO1 AS3)

- HIV/AIDS** (Accept any communicable disease e.g. TB.) ✓✓
- Build clinics and health centres for the communities. ✓✓
 - Train counsellors to provide assistance to affected persons. ✓✓
 - Supply affected employees with anti-retroviral medication (ARV) ✓✓
 - Any other relevant answer related to HIV.

Issue/Heading (2)
Strategies/Explanation (1 x 2) (=2)
(Max. 4)

- Unemployment** ✓✓
- Skills development programme through learnerships. ✓✓
 - Offer bursaries to students. ✓✓
 - Provide casual jobs to members of the community. ✓✓
 - Retraining. ✓✓
 - Any other relevant answer related to unemployment.

Issue/Heading (2)
Strategies/Explanation (1 x 2) (=2)

(Max. 4)

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Business Studies 8
NSC – Memorandum
DoE/November 2009

Resignation when Dudu falls pregnant /Maternity leave ✓✓

- The law (BCEA) stipulates that Dudu is entitled to take 4 months maternity leave. ✓✓

Heading (2)
Discussion (2)

8 hours of work per day/working hours ✓✓

- These hours of work complies with the Basic Conditions of Employment Act, 1997 (Act 75 of 1997) ✓✓
- Workers are allowed to work for 8 hours per day for a 6-day working week. ✓✓
- Any extra hours worked are subject to overtime. ✓✓
- Dudu is at an advantage if she is working a five-day cycle/40 hours per week. ✓✓

Heading (2)
Discussion (2)

NB. If the learner writes the following:

- **10 working days annual leave**
- **Resignation when Dudu falls pregnant**
- **8 hours of work per day.**
- **No marks to be allocated.**

Max. (12)

2.6 (LO4 AS5)

- Engage in collective bargaining for wage increases. ✓✓
- Improve the working conditions of workers. ✓✓
- Monitor the fair treatment of workers in the workplace. ✓✓
- Promote skills development, education and training of workers. ✓✓
- Ensure that there is job security for workers. ✓✓
- Negotiate working hours, overtime rates, leave and sick leave on behalf of workers. ✓✓
- Improvement of service conditions of members ✓✓
- Improvement of the physical work environment ✓✓
- Mediation to avoid grievances ✓✓
- Public participation in management of a business/economy ✓✓
- Participating in decision –making processes ✓✓
- Ensuring that workers get a fair share of wealth generated by business enterprise ✓✓
- Improving social security ✓✓
- Employment Assistance Programmes must be facilitated by unions (rehabilitation etc.) ✓✓
- Lobby with government and other stakeholders to ensure the best possible deal for workers in terms of wages/salaries/benefits ✓✓
- Protect the rights of members in the workplace ✓✓
- Supporting gender equality in the workplace ✓✓
- Any other relevant function/role of trade unions.
- Be aware of repetition.

(any 6 x 2) (12)

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Poverty ✓✓

- Provide housing subsidies to employees. ✓✓
- Pay higher wages to employees. ✓✓
- Sponsor orphans with food, clothing, education. ✓✓
- Canteen facilities. ✓✓
- Any other relevant answer related to poverty.

Issue/Heading (2)
Strategies/Explanation (1 x 2) (= 2)
(Max. 4)

Human Rights ✓✓

- Provision of healthy working conditions. ✓✓
- Allow employees the freedom to practice their own religion. ✓✓
- Treat all stakeholders with dignity and respect. ✓✓
- Any other relevant answer related to human rights.

Accept any other relevant socio-economic issue e.g. crime, security, gambling, human trafficking, piracy, xenophobia, over-population, prostitution, etc.

Issue/Heading (2)
Strategies/Explanation (1 x 2) (= 2)
(Max. 4)

If the heading/issue/strategy is in one sentence e.g. one issue and many strategies allocate only 4 marks.

(Any 3 x 4) (12)

2.4 (LO1 AS5)

- 2.4.1 - Primary sector ✓✓
- Extracting/collection of raw materials from nature. ✓✓

(4)

- 2.4.2 - Tertiary sector ✓✓
- Financial industry providing a financial service to the public/different types of investment opportunities. ✓✓

- Explanation must be relevant to the tertiary sector. ✓✓

(4)

2.5 (LO4 AS3)

10 Working days/ annual leave ✓✓

- This contravenes the Basic Conditions of the Employment Act 1997 (Act 75 of 1997) which states that employees are allowed to take 21 consecutive days of annual leave with full pay with continuous service of 1 year. ✓✓ or
- 21 days leave only) ✓✓ or depending on the period of employment ✓✓

Heading (2)
Discussion (2)

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BREAKDOWN OF MARK ALLOCATION

QUESTION 2	MARKS
2.1.1	2
2.1.2	6
2.1.3	4
2.2	4
2.3	12
2.4.1	4
2.4.2	4
2.5.1	12
2.6	12
TOTAL	60

QUESTION 3

3.1.1 (LO2 AS4) ANALYSE

- Mazwe had a vision for business. ✓✓
e.g. a career in fashion design. ✓✓
- Positive, committed and self-motivated. ✓✓
e.g. self-starter who has joined the community-based project, training women to sew. ✓✓
- Creativity and the ability to be innovative. ✓✓
e.g. the uniqueness of his clothing designs. ✓✓
- Vision of the future. ✓✓
e.g. sets his sights on becoming a top South African designer. ✓✓
- Communication skills. ✓✓
e.g. Networking with Shakunda Foundation ✓✓
- Advertising. ✓✓
e.g. Flyers and customers. ✓✓
- Innovativeness/self-starter/uniqueness. ✓✓
e.g. 100% original. ✓✓
- Financial acumen/investment skills ✓✓
Profits put aside ✓✓
- Any other entrepreneurial quality with an example from the case study.

NB: The examples must be drawn from the case study. The quality must be related to the application/example in the case study.

Fact (2)
Example (2)
(any 3 x 4) (12)

3.1.2 (LO2 AS4) IDENTIFY

- Acquired the basic training and skills of cutting and sewing fabrics at the community sewing centre. ✓✓
- The start-up business opportunity that was provided by Shanduka Foundation in the form of a domestic sewing machine, industrial sewing machine and an over-locker. ✓✓

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- Business Studies 10 DoE/November 2009
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- His marketing strategy is unique where he uses his personal trade name "Tom's Fashion Design" on his products. ✓✓
 - The uniqueness of the clothing that Mazwe Tom is designing. ✓✓
 - To have a dream of making a success. ✓✓
 - Growth of customer base. ✓✓
 - Any other relevant answer regarding success factors from the case study. (any 2 x 2) (4)

3.1.3 (LO3 AS2)

- Draw up a cash budget. ✓✓
- Draw up a credit policy. ✓✓
- Apply strict credit terms. ✓✓
- Charge interest on overdue accounts. ✓✓
- Send monthly statements of accounts to remind customers of the amounts due. ✓✓
- Sell for cash only. ✓✓
- To put down a substantial deposit/lay-by. ✓✓
- Regular auditing. ✓✓
- Bulk buying to receive quantity discounts. ✓✓
- Allow discount for early payment. ✓✓
- Seeking financial advice. ✓✓
- Factoring of debtors. ✓✓
- Cut down on unnecessary costs. ✓✓
- Engage debt collectors. ✓✓
- If the learner separate the issues e.g. cash flow management and poor client payment mark separately to a maximum of 4 marks each.
- Any relevant answer relating to ways to overcome these challenges. (any 4 x 2) (8)

3.2.1 (LO2 AS7)

$$\text{Compensation} = \frac{\text{Insured amount}}{\text{Market value}} \times \text{Loss}$$

$$= \frac{R\ 800\ 000}{R1\ 000\ 000} \times R300\ 000$$

$$= R240\ 000 \quad (\text{Max } 5)$$

If answer is incorrect allocate a maximum of 4 marks for understanding of concept, method and procedure:

- Formula only = 1 mark
- Formula + application = 4 marks
- Application of formula = 3 marks
- Only correct answer of R240 000 = 5 marks
- 80% of R300 000 only = allocate 2 marks

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- The highest sales of air conditioners were recorded in the month of December, ✓✓ e.g. R250 000 ✓✓
 - The reason for high sales in December was the high temperature levels in the summer month, ✓✓ e.g. consumers receive their holiday bonuses which was spent on air conditioners. ✓✓
 - Accept percentages but it must be correct and allocate marks accordingly.
 - Any other relevant answer relating to the sales performance from the graph. Fact (2)
Example (1)
(any 2 x 3) (6)

3.5.1 (LO3 AS3)

- This refers to information in the advertisement that is not reliable and deliberately misleading. ✓✓
- Any other relevant answer related to the term unethical advertising. (2)

3.5.2 (LO3 AS3)

- Unethical:**
- The request for you to supply your banking details. ✓✓
- Motivation:**
- It is unethical for the advertisement to request for your banking details because the bankcards can be cloned which is fraudulent. ✓✓
- Unethical:**
- This advertisement is misleading because the actual advertisement for ring tones is in bold print which captures the attention of the viewer but the costs for the consumer of responding to the advertisement is in fine print. ✓✓
- Motivation:**
- 'SMS charges of R10, normal cell phone rates do not apply and subscriptions are charged at R5 per week' is in fine print which is not clearly visible to the viewer. ✓✓

- Unethical:**
- Piracy ✓✓
- Motivation:**
- It is unethical to download songs/ringtones. ✓✓

Unethical (2)
Motivation (2)
(any 1 x 4) (4)

3.6 (Related to several LO's and AS's)

- Yes ✓✓
- Motivation:**
- Many foreign spectators will visit the country and spend large sums of money on accommodation, tourism, food, gifts, etc. ✓✓
 - Gives local entrepreneurs the opportunity to establish businesses to cater for the Soccer World Cup in the form of accommodation, etc. ✓✓
 - Creates employment opportunities. ✓✓
 - Foreign currency brought into the country favours the exchange rate. ✓✓

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3.2.2 (LO2 AS7)

Under-insurance OR average clause. ✓✓ or
He was not insured for the full amount therefore he was under-insured and he cannot be paid the full amount of his claim. ✓✓ (2)

3.3.1 (LO2 AS7)

$$\text{Return on Investment} = \frac{\text{Return}}{\text{Amount invested}} \times 100\%$$

$$= \frac{R\ 40\ 000}{R\ 200\ 000} \times 100\%$$

$$= 20\% \quad (5)$$

If answer is incorrect allocate a maximum of 4 marks for understanding of concept, method and procedure.

- Formula only = 1 mark
- Formula + application = 4 marks
- Application of formula = 3 marks
- Only correct answer 20% = 5 marks

(max. 5)

3.3.2 (LO2 AS7)

- Yes. ✓✓
- The return on his investment in shares is much higher than on alternative forms of investment, e.g. fixed deposits and notice deposits at commercial banks. ✓✓
 - Higher than inflation rate. ✓✓
- OR
- No. ✓✓
- Returns fell below similar shares in the market. ✓✓
- Accept relevant options that relate to returns.
yes/no only without motivation, no marks allocated. (4)

3.4.1 (LO2 AS6)

- Bar graph ✓✓ (mark histogram wrong) (2)

3.4.2 (LO2 AS6)

- To look at the tendency of the sales ✓✓ e.g. increase/decrease of sales over a period of time. ✓✓
- There was a gradual increase in the sales of air conditioners from October to December, ✓✓ e.g. R100 000 to R250 000 ✓✓
- There was a gradual decrease in the sales of air conditioners from January to March. ✓✓ e.g. R250 000 to R75 000 ✓✓

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- Business expansion using the extra profits generated. ✓✓
- Infrastructural development. ✓✓
- World publicity/global marketing. ✓✓
- Any other answer related to the benefit of the 2010 Soccer World Cup for South African businesses.

No ✓✓

Motivation:

- Spectators from abroad will only visit vicinities around the stadiums where the matches will be played and only a few businesses will benefit. ✓✓
- The Soccer World Cup tournament is only for a short term. ✓✓
- Some of the spectators may only spend money on games and accommodation in the immediate vicinity/not all provinces are hosting the soccer world cup. ✓✓
- Teams may come with their own resources. ✓✓
- Diversion of expenditure from life-threatening projects to accommodate events such as the Soccer World Cup e.g. building of stadiums. ✓✓
- Crime will increase because of influx of supporters of the various teams. ✓✓

- Any other answer related to the motivation on disadvantages.

YES/NO only without motivation, no marks allocated.

YES/NO is not stated but the motivation in the answer indicates yes/no, then write yes/no and allocate 2 marks.

YES/NO with incorrect motivation allocate mark of 2.

Learner could use Yes and No, allocate marks up to a maximum of 6.

Yes/No (2)
(any 2 x 2) (4)
Max (6)

BREAKDOWN OF MARK ALLOCATION

QUESTION 3	MARKS
3.1.1	12
3.1.2	4
3.1.3	8
3.2.1	5
3.2.2	2
3.3.1	5
3.3.2	4
3.4.1	2
3.4.2	6
3.5.1	2
3.5.2	4
3.6	6
TOTAL	60

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QUESTION 4

4.1 (LO3 AS8)

- All members support each other within the team ✓✓
- Team members should be credited and not individual members. ✓✓
- Members are committed to teamwork and want to perform well. ✓✓
- Members work with a common desire to achieve their goal. ✓✓
- The team has set out realistic goals and objectives. ✓✓
- Members show respect for each team members skills and knowledge. ✓✓
- Sharing of team values/Team members show mutual respect and trust for each other. ✓✓
- Each member possesses the necessary skills to perform his/her task within the team. ✓✓
- Team members keep others well informed/communication. ✓✓
- Any other relevant answer related to characteristics of a successful team. (any 5 x 2) (10)

4.2 (LO4 AS6)

SUCCESS FACTORS

- Sets goals and objectives of the business. ✓✓
These must be realistic and achievable. ✓
- Communicates mission and vision of the business to all workers. ✓✓
Workers are continuously reminded about the mission and vision of the enterprise through workplace forums, meetings, etc. ✓
- Responsible for the planning and organising of business activities. ✓✓
- Prioritise business operations through thorough planning. ✓
- Leading the organisation. ✓✓
Effective leadership in the performance of the general management functions. ✓
- Controls all the processes in the business. ✓✓
Ensures that all the relevant functions and procedures are effectively performed. ✓
- Involved in the disciplinary processes of the organisation. ✓✓
Ensure adherence to legislation regarding disciplinary procedures. ✓
- General management must develop a strategic plan. ✓✓
Must consist of planning, organising, leading and control. ✓
- Top management activities are measured largely by the final profitability figures. ✓✓
There should be growth in the profits of the enterprise from year to year. ✓
- Improvement can be achieved through the setting of high but realistic targets. ✓✓
Targets must be reviewed with a view to improvement ie target set versus target achieved. ✓
- Strategic plan must be in place. ✓✓
Report and feedback on the roll out of the plan. ✓
- Any other relevant answer related to the functions of general management and its contribution to success.

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- Promote and facilitate collective bargaining at the workplace and sectoral level. ✓✓
- Provide simple procedures for the resolution of labour disputes through conciliation, mediation, arbitration or independent alternative dispute resolution services. ✓✓
- Provide a simplified procedure for the registration of trade unions and employer's organisations. ✓✓
- Regulates the fundamental rights of employers and employees. ✓✓
- Purpose is to make a contribution to the promotion of:
 - ⊗ economical development
 - ⊗ peace in labour
 - ⊗ democratic work environment and
 - ⊗ social justice ✓✓
- This Act makes provision for establishing labour unions by employers and employees to protect their interest as well as for collective bargaining. ✓✓
- Different structures is created by this act to arbitrate disputes between employers and employees, e.g. Labour courts, Commission for conciliation and Statutory boards, etc. ✓✓
- This Act makes provision for strikes by employees on certain conditions, if negotiations between the labour union and the employer are not successful. ✓✓

Any other relevant answer relating to the LRA.

Any4x2=(8)

The answer to question 4.3 was adjusted because the word "it" may have caused confusion, therefore both the Labour Relations Act OR workplace forums will be accepted for 2009 only.

4.4 (LO3 AS10)

- Establish proper communication lines between management and employees. ✓✓
Provide frequent newsletters/circulars communicating information on worker welfare, etc. ✓
- Assisting employees who have problems. ✓✓
Establish structures in the workplace where employees can record their problems with a view to solving them. ✓
- Introducing staff development/empowerment programmes. ✓✓
Provide continuous in-service training for employees. ✓
- Refer affected employees to outside professionals. ✓✓
e.g. counselors, rehabilitation centres. ✓
- Providing recreational facilities for employees. ✓✓
Build sports grounds, clubhouse, etc. ✓
- Team-building exercises for employees. ✓✓
Take work teams to venues that offer team-building exercises, motivational talks, etc. ✓
- Better working conditions. ✓✓
Eg. adherence to the act, better working environment, adequate lighting, ventilation etc. ✓
- The use of wellness programs. ✓✓
Eg. Safety, health, counselling programs, drug and alcohol abuse. ✓
- Improve the work design/ergonomics ✓✓
Eg. design low stress jobs, simplifying tasks, good posture, accessibility to equipment etc. ✓

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FAILURE FACTORS

- Absence of no concrete goals and objectives of the business. ✓✓
Goals are not realistic and achievable. ✓
- Non communication of vision and mission of the business to all workers. ✓✓
Management did not consult with the subordinates in the decision making process. ✓
- Management did not take responsibility for planning and guiding the overall management of business. ✓✓
Not prioritizing business operations through planning. ✓
- Lack of leadership skills. ✓✓
Ineffective leadership in the performance of the general management functions. ✓
- Ineffective control of all processes in business. ✓✓
Not ensuring that all relevant functions/procedures are effectively performed. ✓
- Ineffective organising of the factors of production. ✓✓
Business cannot maximise profitability. ✓✓
- Lack of organizational skills. ✓✓
Cannot motivate subordinates/delegate instructions. ✓
- Does not communicate the vision/mission to all workers. ✓
- Any other relevant answer related to the functions of general management and its contribution to failure.

Facts: (2)
Explanation: (1)
(Max. 10)

4.3 LO3 AS6)

- Protects workers against unfair dismissals. ✓✓
- Represents workers on boards regulating social benefit schemes. ✓✓
- Participates in joint decision-making matters with management. ✓✓
- Promotes efficiency in the workplace. ✓✓
- Protects workers against discrimination in the workplace. ✓✓
- Promotes interests of all employees in the workplace regardless of union membership or not. ✓✓
- Any other relevant answer related to functions of workplace forums. (any 4 x 2) (8)

OR

Labour Relations Act, 1995 (Act 66 of 1995)

- Makes provision for the following:
 - Regulate the organisational rights of trade unions. ✓✓
 - Relationship between employers and employees. ✓✓
 - Regulate the right to strike and the recourse to lock-out in conformity with the constitution. ✓✓
 - Amend and repeal certain laws relating to labour relations. ✓✓
 - Promote employee participation in decision making through the establishment of workplace forums. ✓✓

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- Any other relevant answer related to the management of stress in the business enterprise.

Fact (2)
Example/reason (1)
(any 4 x 3) (12)

4.5.1 (LO3 AS2)

Step 1 (Defining the problem)

The opening of the second mine. ✓✓

(2)

Step 2 (The pros and cons)

Forces against the mining operation Disadvantages	Forces for the mining operation Advantages
Shortage of skilled labour ✓✓	Provide training and skills for workers to be employed in the mines ✓✓
Tourism will be negatively affected ✓✓	Economic growth will replace tourism e.g. increase in income leads to more spending power and the establishment of business centres ✓✓
Large capital outlay ✓✓	Development through the building of a school and a clinic ✓✓
Spread of disease e.g. asbestosis ✓✓	The company will provide clinic facilities ✓✓
Any relevant answer relating to the case study	

Step 3 Each of the for and against responses will be weighted.

This will assist in arriving at a decision. ✓✓

(2)

Any (3 forces for/advantages x 2)(6)
Any (3 forces against/disadvantages x 2) (6)
Max.(10)

Problem (2)
Identification of forces (12)
Weighting (2)
Max. (10)

NB: 1. Candidates response need not be in tabular form.

2. If the forces are not linked, mark either for or against only.

4.5.2 LO3 AS2

Recommendation: Commence mining operation. ✓✓

Reason: Creates employment opportunities, etc. ✓✓

Any relevant reason regarding commencement.

OR

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Recommendation: Do not commence mining. ✓✓
Reason: Pollution. ✓✓
 Spread of disease. ✓✓

Any relevant reason regarding rejection.

Recommendation (2)
Reason (2)
Max. (4)

4.6 (LO1 AS4)

- Financial institutions and other credit providers are not allowed to discriminate against consumers when deciding on whether to grant credit or not. ✓✓
- The consumers must be provided with reasons for the credit application being unsuccessful. ✓✓
- The consumer enjoys the right to receive feedback from the institution without any costs being incurred by him/her. ✓✓
- The consumer has the right to receive feedback in his/her designated official language. ✓✓
- All costs must be clearly stated. ✓✓
- Responsible access to credit/protect the consumer against unfair credit practices. ✓✓
- Avoid excess credit granted to consumers. ✓✓
- Apply for debt counselling. ✓✓
- Any other relevant benefit to consumers regarding the NCA.

(any 3 x 2 = 6)

BREAKDOWN OF MARK ALLOCATION

QUESTION 4	MARKS
4.1	10
4.2	10
4.3	8
4.4	12
4.5.1	10
4.5.2	4
4.6	6
TOTAL	60

TOTAL MARKS SECTION B : 180

SECTION C

QUESTION 5 (LO 1 AS 2)

5.1 Introduction

- A strategy is a creative plan for success. ✓
- The strategic plan outlines the strategy. ✓
- The top management team is responsible for the drawing up of a strategic plan. ✓

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5.2.4 Formulation of strategies in response to the above challenges/weaknesses/threats and implementation.

- Arrange a contract with a mechanic in the nearby vicinity to repair the vehicles on a permanent basis. ✓✓
- Approach an institution which understand the unique needs of small businesses e.g. Business Partners to obtain a loan from them ✓✓
- Distribute pamphlets through schools and post offices regarding benefits of recycling of glass. ✓✓
- Attend courses through a SETA on correct procedures with the tender process ✓✓
- Advertise the business in the newspaper ✓✓
- Retrenching the workers ✓✓
- Motivate and train the workers to obtain higher productivity ✓✓
- Give the worker benefits to keep him/her as a worker. ✓✓

Note: If a learner did not identify challenges using the swot analysis allocate a maximum of 6 marks only.

(Max. 10)

5.2.5 Evaluation of strategies

- After the above-mentioned strategies are implemented, the strategies must be evaluated to determine whether the strategies were successful or not. ✓✓
- Those strategies that were not successful, must be reviewed by implementing alternatives. ✓✓
- Set specific dates for control and follow up. ✓✓
- Examine the underlying basis of business strategy. ✓✓
- Compare expected performance and take corrective action. ✓✓
- Conduct market research and prepare report. ✓✓

(Max. 10)

5.3 Conclusion

- Strategic planning and implementation is a continuous process and needs to be revised on a ongoing basis. ✓
- Top management must do the revision regularly to ensure success and sustainability of the business. ✓

- Any appropriate conclusion.

(2 x 1) (2)

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- Scanning the internal and external environment. ✓
- Understanding the nature and impact of the business environment. ✓
- Any other relevant introduction based on the case study.

(any 3 x 1) (3)

5.2 Development of strategies

5.2.1 Vision Statement ✓✓

- Good Luck Glass Recycling wants to be the leading glass-recycling business in KwaZulu-Natal. ✓✓
- To establish five buy-back centres in future. ✓✓
- Any other relevant answer related to vision statement.

(Max. 2)

5.2.2 Setting up the goals or objectives. ✓✓

- To involve more schools in their project of glass recycling. ✓✓
- To be a highly profitable business. ✓✓
- Any other relevant answer related to goals and objectives.

(Max. 2)

5.2.3 SWOT analysis

STRENGTHS ✓	WEAKNESSES ✓
Connection with Consol Glass ✓✓ Cato has Business Studies up to Grade 12 level ✓✓ Cato is obtaining skills in Business Management ✓✓ There are 23 schools ✓✓	Delivery vehicles not in good condition ✓✓ Convincing financial institutions to give them funding ✓✓ Changing attitudes to glass recycling ✓✓ Getting to grips with the tender process ✓✓
OPPORTUNITIES ✓	THREATS ✓
Establishing five buy-back centres ✓✓ To approach more schools ✓✓ More contacts from glass manufacturers ✓✓ Getting to grips with the tender process ✓✓ Changing attitudes to glass recycling ✓✓	Other glass recycling businesses. ✓✓ Trade unions' demands of higher salaries and wages ✓✓ Casual worker can leave at any time ✓✓ Getting to grips with the tender process ✓✓ Convincing financial institutions to give them funding ✓✓

(Max. 20)

Note: 1. If the learner repeats a response in more than one column allocate marks once only.
 2. If a learner did not present a swot analysis but identified the challenges allocate a maximum of 10 marks.

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Breakdown of mark allocation:

Details	Maximum	Subtotal	Total
Introduction		3	
Vision statement	2		
Setting up of goals and objectives	2		
SWOT analysis	20	44	Max 32
Formulation/implementation	10		
Evaluation of strategies	10		
Conclusion		2	
INSIGHT			
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 only if some of the requirements are met.
 Allocate 0 marks where requirements are not met at all.

QUESTION 6 (LO2 AS7)

6.1 Introduction

- The three forms of compulsory insurance is extremely beneficial to the claimants. ✓
- This provides some source of financial relief to the claimants as a result of unemployment, injuries and accidents. ✓
- The three types of compulsory insurance are the Unemployment Insurance Fund, Compensation for Occupational Injuries and Diseases and the Road Accident Fund. The main provisions will be discussed in detail. ✓
- Any other relevant introduction related to insurance.

(Max. 3)

6.2 The Unemployment Insurance Fund. ✓✓

- The Unemployment Insurance Act, 2001 (Act 63 of 2001, came into effect on 1 April 2002. ✓✓
- This act governs the Unemployment Insurance Fund which is administered by the Department of Labour. ✓✓
- All employees who work for more than 24 hours per month must contribute to the fund. ✓✓
- It is illegal for employers not to make the deduction from earnings. ✓✓
- They must be registered with the UIF and contribute to the UIF. ✓✓
- The employer is responsible for the registration process with the UIF. ✓✓
- The employer and employee must pay 1% of the worker's monthly wage bill. ✓✓
- The total contribution that is paid to the Fund is therefore 2%. ✓✓

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- Contributions can be made monthly and annually in advance, either by cheque or cash or on the UIF government website. ✓✓
 - Recently farm workers and domestic workers have been covered by UIF. ✓✓
 - The UIF covers FIVE kinds of benefits:
Unemployment benefits, illness benefits, maternity benefits, adoption benefits, death benefits. ✓✓
(Allocate a maximum of 4 marks for benefits)
 - The UIF gives financial relief to workers who become unemployed (dismissed), unable to work because of illness, maternity or adoption leave. ✓✓
 - The UIF also pays out benefits to dependants of deceased contributors. ✓✓
 - Workers accumulate 1 day credit for every six days worked. ✓✓
 - Benefits are paid to a maximum of 238 days or the maximum number of days' credit accumulated over 4 years. ✓✓
 - Highly paid workers are paid 38% of the average monthly wage over the last six months and 58% for the lowest paid workers. ✓✓
 - Any other relevant answer regarding the provisions of the UIF.

Heading (2)
Discussion (any 4 x 2) (8)
Maximum (10)

6.3 Compensation for Occupational Injuries and Diseases (COIDA) / Workmen Compensation Act. ✓✓

- The Compensation for Occupational Injuries and Diseases Act, 1993, (Act 130 of 1993) as amended, governs workers' compensation. ✓✓
- This Act compels employers to insure their employees who perform certain types of work as defined in the Act against disability as a result of injuries, occupational diseases or death sustained during the performance of their work. ✓✓
- Compensation is paid to the workers or their dependants for temporary or permanent disability or death. ✓✓
- This form of compulsory insurance covers the employer against claims from employees as a result of injuries sustained or diseases contracted in the workplace. ✓✓
- The Act clearly stipulates the types of injuries that can be claimed for and the occupational diseases in relation to the type of work performed. ✓✓
- The Act stipulates that only employers contribute to the Compensation Fund. ✓✓
- Employees are required to immediately report to the employer on any injuries/diseases, who then subjects the worker to a medical examination for a full report. ✓✓
- Any other relevant answer regarding the provisions of the COIDA/Workmen Compensation.

NOTE: WORKMAN'S COMPENSATION ACT WILL APPLY ONLY FOR 2009

Heading (2)
Discussion (any 4 x 2) (8)
Maximum (10)

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- The above risks can be shifted to insurance companies for a premium. ✓✓
 - Any other relevant answer relating to non-compulsory insurance. (any 3 x 2) (6)
- #### 6.6 Explain why certain insurances must be made compulsory.
- To protect the enterprise against claims from employees. ✓✓
 - To provide compensation for employees during unemployment, injuries sustained in the workplace. ✓✓
 - Provide for compensation for injuries, death of breadwinners in road accidents. ✓✓
 - Any other relevant answer related to reasons why certain insurances are compulsory. (any 3 x 2) (6)
- #### 6.7 Conclusion
- From the above discussion it is clearly evident that compulsory insurance as per legislation ie. UIF, COIDA and RAF is of vital importance to provide security and indemnification for claimants. ✓
 - Furthermore business persons must understand the consequences of under-insurance and non-insurance in terms of losses incurred for e.g. fire, theft, burglary etc. ✓
 - Should the business person have no insurance, there would be no claim and the businessperson must bear the loss. ✓
 - Any appropriate conclusion. (any 2 x 1) (2)

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- #### 6.4 The Road Accident Fund. ✓✓
- The Road Accident Fund Act 1996 (Act 56 of 1996), insures persons against injuries suffered at the hands of another driver. ✓✓
 - Approximately 46c per litre of petrol (amount may change according to legislation at different times) is paid towards the Road Accident Fund in the form of an insurance payment. ✓✓
 - This insurance serves to protect both the injured party and the negligent driver who caused the injuries. ✓✓
 - The protection afforded to the injured party is that there will be compensation irrespective of whether the negligent driver is rich or poor, insured or uninsured. ✓✓
 - The RAF only indemnifies the driver to compensate for losses suffered due to bodily injuries sustained, or the death of a person and not for damage to property. ✓✓
 - The RAF pays compensation to drivers, passengers and pedestrians who are injured in accidents provided that the accident is as a result of someone else's negligent driving. ✓✓
 - Amendments to the RAF in August 2008 are as follows:
 - Claims only for serious injuries sustained as determined by medical experts. ✓✓
 - Claims for loss of income are limited to R160 000 a year. ✓✓
 - In the case of death by road accident, dependants are limited to a maximum claim of R160 000 irrespective of the number of dependants. ✓✓
 - Claims for secondary emotional shock like witnessing a road accident is no longer considered. ✓✓
 - Claims for medical expenses are limited to the rates charged at public health centres. ✓✓
 - Any other relevant answer regarding the provisions of the RAF

Heading (2)
Discussion (any 4 x 2) (8)
Maximum (10)

NOTE: Any two types of compulsory insurance x 10 = 20 marks

- #### 6.5 Distinguish between Compulsory and Non-Compulsory Insurance.
- Compulsory Insurance:**
- This type of insurance is made compulsory by legislation, e.g. the Unemployment Insurance Fund, Compensation for Occupational Injuries and Diseases and the Road Accident Fund. ✓✓
 - These are legal requirements that companies must adhere to by making the necessary payments for premiums into the necessary fund accounts. ✓✓
 - This insurance protects both defendants (e.g. employers) and claimants (e.g. employees). ✓✓
 - Compensation for claims is paid out of the fund accounts. ✓✓
 - Any other relevant answer related to compulsory insurance. (any 3 x 2) (6)
- Non-Compulsory Insurance:**
- This is not mandatory by legislation. ✓✓
 - This depends on the ability of the business to overcome the losses resulting, e.g. fire, storm damage, theft, burglary, etc. ✓✓

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Breakdown of mark allocation:

Details	Maximum	Reduced to	Subtotal	Total
Introduction			3	
Unemployment Insurance Fund	Heading 2 Discussion 8	ANY 2 TYPES OF COMPULSORY INSURANCE (2 X 10) (Max) = 20	34	32
Compensation for Occupational Injuries and Diseases	Heading 2 Discussion 8			
Road Accident Fund	Heading 2 Discussion 8			
Distinguish between compulsory and non-compulsory insurance	Compulsory 6 Non-compulsory 6	Max 8		
Explain why certain insurances should be made compulsory.	Discussion 6	Max 6		
Conclusion			2	
INSIGHT * (LASO)				
Layout				2
Analysis, Interpretation				2
Synthesis				2
Originality, Examples				2
TOTAL MARKS				40

NOTE: Allocate zero marks for originality/examples if Workman's Compensation Act is used.

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

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QUESTION 7 (LO3 AS3)

7.1 Introduction

- Enterprises realise that they cannot exist in isolation, but interact with the various environments. ✓✓
- Many institutions in South Africa have their own code of conduct and a commitment to ethical and professional behaviour. ✓
- Codes of practice have been developed to ensure that these issues are being addressed. ✓✓
- Any other relevant introduction related to the question.

(3 x 1)

7.2 Description of concepts/principles

7.2.1 Ethics

- Ethics refers to a set of values that are morally acceptable in society which define right, good and fair actions. ✓✓
- Business ethics refers to rules and principles which influence the best business practice. ✓✓
- Businesses develop their own code of ethics for best practice. ✓✓
- Any relevant description of the concept of ethics.

(any 2 x 2) (4)

7.2.2 Professional behaviour

- This is a set of standards of expected practices eg. treating people with respect. ✓✓
- Specific occupational practices have developed their own code of professionalism. ✓✓
- Any relevant description of the concept of professional behaviour.

(any 2 x 2) (4)

AND/OR

7.2.3 Principles of ethical and professional behaviour

- Personal benefit to the individual. ✓✓
- Social benefit to society. ✓✓
- Benevolence to help those in need. ✓✓
- Paternalism in helping those to pursue their interest. ✓✓
- Principle of not doing harm to others. ✓✓
- Honesty and not to deceive others. ✓✓
- Lawfulness in order to obey the law. ✓✓
- Principle of justice for legal recourse, fair compensation etc. ✓✓
- Autonomy and freedom of a person's actions. ✓✓
- Principle of rights to life, information, privacy, free expression and safety. ✓✓
- The Board of Directors is responsible for shareholders investment. ✓✓
- Each business should create a framework within which it operates. ✓✓
- Organisational structure must be well outlined. ✓✓
- Risk management must be incorporated in the management operations. ✓✓
- Assurance processes. ✓✓

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7.3.3 Pricing of goods in rural areas ✓✓

- It is good business practice and professional behaviour to have the same price for goods in urban and rural areas. ✓✓
- Big businesses are reluctant to open outlets in rural areas because of poor returns on their investment. ✓✓
- It is common practice for people in rural areas to pay higher prices for goods which in most cases are of inferior quality. ✓✓
- Prices of goods in these areas are generally based on the personal characteristics of the consumers. ✓✓

Comment

- Government is focusing on infrastructure development in rural areas. ✓✓
- This includes shopping centres. ✓✓

Any other answer relating to the issue and application.

Heading (2)
Facts (any 2 x 2) (4)
Comment (any 1 x 2) (2)
Max. (8)

7.3.4 Unfair advertising ✓✓

- The Advertising Standards Authority (ASA) regulates advertising and protects the interests of the public. ✓✓
- Advertisements should be honest and should not abuse consumers' trust or lack of knowledge. ✓✓
- Some businesses use misleading advertising to consumers so that they can get more value for their money by supporting their products. ✓✓
- Consumers are encouraged to lodge written complaints to the ASA regarding unethical advertising practices. ✓✓
- Examples of unethical practice: advertising second-hand goods as new. ✓✓

Comment

- The ASA is the watchdog and several advertisements have been withdrawn. ✓✓

Any other answer relating to the issue and application.

Heading (2)
Facts (any 2 x 2) (4)
Comment (any 1 x 2) (2)
Max. (8)

7.3.5 Unauthorised use of funds ✓✓

- Fraud is the theft or misuse of money that belongs to the employer. ✓✓
- Fraud increases the cost of doing business, affects competition and discourages investors by adjusting prices upwards to absorb the losses. ✓✓
- Business must conduct educational work amongst employees about the impact of fraud and understand that fraud prevention is a collective responsibility. ✓✓
- Systems must be in place to reduce fraud, for eg. by internal audit and risk management. ✓✓

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- Issues of sustainability. ✓✓

- Any other relevant principle of ethical and professional behavior.

Any (4 x 2) (8)

Max for question 7.2 (8)

7.3 Practical examples to explain the various issues:

7.3.1 Taxation ✓✓

- The government needs revenue from taxation to provide essential services such as housing, education, infrastructure development and medical care. ✓✓
- Professional behaviour for businesses in this regard would be for businesses not to evade tax by falsifying financial records. ✓✓
- Company tax, VAT and personal income tax are some of the main sources of income for the government. ✓✓
- Tax evasion is illegal in South Africa and is regarded as a crime punishable with a fine or even a prison sentence. ✓✓
- The SARS oversees the collection of tax. ✓✓

Comment

- Recently tax collection in South Africa have exceeded budget expectations. ✓✓
- This has been streamlined with the introduction of the SAP system. ✓✓

Any other answer relating to the issue and its application.

Heading (2)
Facts (any 2 x 2) (4)
Comment (any 1 x 2) (2)
Max. (8)

7.3.2 Sexual harassment ✓✓

- This is any sexual advance, gesture or remark that causes a person to feel intimidated and threatened. ✓✓
- Sexual harassment is prohibited by labour legislation and companies must educate its employees on this issue. ✓✓
- Sexual harassment is a basic violation of human rights which usually happens when someone has power over another person and abuses his/her position. ✓✓
- Sexual harassment occurs when a superior offers a promotion or a raise in salary in return for sexual favours from the subordinate. ✓✓
- The affected party is usually afraid to report it because of victimisation. ✓✓

Comment

- Increase in the number of sexual violations and the courts are addressing these issues. ✓✓

Any other answer relating to the issue and application.

Heading (2)
Facts (any 2 x 2) (4)
Comment (any 1 x 2) (2)
Max. (8)

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- People who are entrusted with the collection of large amounts of money have misappropriated money for personal gain. ✓✓

Comment:

- Fraud cases have been highlighted in the media. ✓✓
- Several cases have been heard in court regarding fraud. ✓✓

Any other answer relating to the issue and application.

Heading (2)
Facts (any 2 x 2) (4)
Comment (any 1 x 2) (2)
Max. (8)

7.3.6 Abuse of working time ✓✓

- Many businesses are faced with the dilemma where employees are using working time for their personal activities. ✓✓
- The business must have a policy in place for employees on the abuse of work time e.g. making personal calls, sending personal e-mails and browsing through websites, unrelated to their work duties during work time. ✓✓
- Businesses must implement time monitoring systems and time recording procedures. ✓✓
- There should be some flexibility when dealing with workers who are conscientious, work long hours, and miss official work breaks when there is urgent work to be done. ✓✓

Comment:

- Many of these issues have been addressed through grievance procedures. ✓✓

Any other answer relating to the issue and application.

Heading (2)
Facts (any 2 x 2) (4)
Comment (any 1 x 2) (2)
Max. (8)

NOTE: Consider the following responses:

- Affirmative action and diversity in business.
- Technology and innovation.
- Price fixing.
- Misuse of business assets/resources
- Disposal of waste.

7.4 Conclusion:

- Policies and legislation which have been implemented must be continually monitored and improved to lead to a successful business. ✓
- Profitability is regularly affected by each of the above issues. ✓
- Any appropriate conclusion.

(2 x 1 = 2)

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Breakdown of mark allocation:

Details	Max	Subtotal	Total
Introduction		3	
Description of ethics	4	64	Max 32
Description of professional behaviour	4		
Principles of ethics and professional behaviour	8		
Practical examples to explain the various issues			
Taxation	8		
Sexual harassment	8		
Pricing of goods in rural areas	8		
Unfair advertising	8		
Unauthorised use of funds	8		
Abuse of work time	8		
Conclusion		2	
INSIGHT			
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 only if some of the requirements are met.
Allocate 0 marks where requirements are not met at all.

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Significance

- A decision must be made as to whether the recruitment should be internal or external or both. ✓✓

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.2 Selection/Shortlisting ✓✓

- Drawing up criteria stating factors such as skills, characteristics and experience that are applicable to the post. ✓✓
- Select the most suitable candidates from the application forms (CV). ✓✓
- Compile a list of shortlisted candidates who are the most suitable for the job. ✓✓
- Inform shortlisted candidates to present themselves for an interview. ✓✓
- Any relevant answer regarding the selection/shortlisting process.

Significance

- Selection is the process of sifting the appropriate candidate for the specific vacancy. ✓✓

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.3 Interviews ✓✓

- The interviewer must be thoroughly prepared for the interview process such as venue, time, preparation of questions, etc. ✓✓
- The candidates must be made to feel at ease. ✓✓
- This process should be recorded/minuted for reference purposes. ✓✓
- The candidates must also be given an opportunity to respond and ask questions. ✓✓
- Any other relevant answer regarding interviews. ✓✓

Significance

- The main purpose of interviews is to determine the suitability of the applicant to the job against the information provided in his/her CV/application. ✓✓

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.4 Employee contracts ✓✓

- Once a candidate is appointed, the candidate will receive a letter of appointment and a contract of employment. ✓✓

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QUESTION 8 (LO 4 AS 3)

Note: There are other approaches when presenting answers to QUESTION 8.

Option 1: Illustrated in memorandum

Option 2: Using three steps
1. Recruitment
2. Selection
3. Placement

Option 3: Using four steps
1. Recruitment
2. Selection
3. Placement
4. Induction

Whilst these approaches may be acceptable under the circumstances prevailing, every attempt should be made to ensure that the marks are allocated according to the breakdown indicated at the end of this question.

NOTE: Consider Manpower Planning as one of the steps.

8.1 Introduction

- Human resources management involves the process of finding the appropriate worker with the relevant skills to fill a particular vacancy to meet the goals of the enterprise. ✓✓
- This process involves recruitment, selection, interviews, induction and placement. ✓✓
- Human Resources Management is an ongoing management function. ✓✓

- Any other relevant introduction relating to human resource management.

(any 3 x 1) (3)

8.2 Human Resource Steps (Option 1)

8.2.1 Recruitment ✓✓

- If external, select the relevant recruitment source eg. from recruitment agencies, tertiary institutions or placing an advertisement in the newspaper. ✓✓
- The advertisement must be prepared with the relevant information eg. name of the company, contact details, name of the person to be contacted regarding the vacancy. ✓✓
- Place the advertisement in the appropriate media. ✓✓
- Job Analysis ✓✓
Job analysis entails job description and job specification. ✓✓
- Job Description ✓✓
This entails what an employee will be doing when appointed to the position. ✓✓
- Job Specification ✓✓
Describes the characteristics, skills and qualifications needed to fill the vacancy. ✓✓

- Any relevant answer relating to recruitment.

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- The letter of appointment is an offer to the chosen candidate to work for a particular employer. ✓✓

- The contract of employment is a contract between the employer and the employee which binds both the employer and the employee. ✓✓
- The contract of employment should be in writing. ✓✓

It must include the following:

- Date of appointment. ✓✓
- Salary as agreed upon. ✓✓
- Number of days leave in a financial year. ✓✓
- Specification of work to be done. ✓✓
- Attire and behaviour codes, etc. ✓✓

Significance

- The employment contract binds the employer and the employee in terms of the contract. ✓✓
- Should there be disputes etc. in term of employment then the parties can consult the employment contract. ✓✓

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.5 Induction/Orientation ✓✓

- Introduce him/her to the work he/she is going to perform. ✓✓
- The purpose is to make him/her feel comfortable and secure in the job. ✓✓
- He/she should also be introduced to company practices and policies. ✓✓

- Any other relevant answer regarding induction/orientation.

Significance

- This is the process of introducing the new worker to the company, the department/section in which he/she will work, his/her supervisors and colleagues. ✓✓

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.6 Placement ✓✓

- This activity matches the employee's ability and expectations with the requirements of the job. ✓✓
- He/she must be able to contribute positively to the company. ✓✓
- He/she will be put through a placement program such as his/her place of work, work times, expectations from him/her for the day etc. ✓✓

- Any other relevant answer regarding placement.

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Significance

- This is the process of placing the worker where he will be productive in terms of his abilities and skills. ✓✓

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.7 Training ✓✓

- Addressing gaps in prior experience. ✓✓
- Policies and procedures. ✓✓
- Operationalising the culture, vision and strategy plan. ✓✓
- Any other relevant answer regarding training.

Significance

- Provides the employee with skills that will allow him/her to perform his duties as per job description. ✓✓

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.8 Retrenchment ✓✓

- Necessary for streamlining and analysing expenditure during periods of downturn in the economy. ✓✓
- Ensure that the process is conducted in a way that does not damage the quality of performance of company operations. ✓✓
- It is done objectively according to company policy. ✓✓
- Any other relevant answer regarding retrenchment.

Significance

- This will impact on the enterprise as some key personnel may be retrenched as a result of the economy, etc. ✓✓

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.9 Succession Planning ✓✓

- Ensures continuity when employees leave the company as a result of different reasons. ✓✓
- It also helps in addressing areas of performance that needs attention. ✓✓
- Any other relevant answer regarding succession planning.

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Breakdown of mark allocation:

Details	Maximum		Subtotal	Total
Introduction			3	
Recruitment	Heading 2 Discussion 6 Significance 2	Max 8		
Selection/Short listing	Heading 2 Discussion 6 Significance 2	Max 8		
Interviews	Heading 2 Discussion 6 Significance 2	Max 8		
Employee Contracts	Heading 2 Discussion 6 Significance 2	Max 8		
Induction/Orientation	Heading 2 Discussion 6 Significance 2	Max 8		
Placement	Heading 2 Discussion 6 Significance 2	Max 8		
Training	Heading 2 Discussion 6 Significance 2	Max 8		
Retrenchment	Heading 2 Discussion 6 Significance 2	Max 8		
Succession Planning	Heading 2 Discussion 6 Significance 2	Max 8		
Follow activities/steps	Yes/No 2 Motivation 2	Max 4		
Conclusion			2	
INSIGHT * (LASO)				
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 only if some of the requirements are met.
Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: 80

GRAND TOTAL: 300

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Significance

- This step will ensure that key personnel are well informed within the enterprise. ✓✓

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.3 Should Human Resource Managers follow the various activities/steps at all times.

Yes. ✓✓

Motivation

- The human resource manager will be able to select the best candidate by following the steps mentioned above. ✓✓
- Transparency and collection of evidence for the process, which can also be useful in case of a dispute. ✓✓
- Any other relevant motivation related to the steps.

Yes	2
Motivation	2
Max.	(4)

No. ✓✓

Motivation

- The human resource manager can outsource this recruitment process by using Labour consultants. ✓✓
- Some of the steps could be skipped for internal recruitment. ✓✓
- The nature and complexity of the work. ✓✓
- The size of the undertaking and manpower requirements. ✓✓
- Head hunting for preferred candidates. ✓✓
- Any other relevant motivation related to the steps.

Yes	2
Motivation	2
Max.	(4)

8.4 Conclusion

An effective human resource recruitment process will ensure a low employee turnover for the company. ✓
This activity must ensure that the appropriate candidate with the relevant skills and experience is appointed to the post to enable the company to achieve its goal. ✓

Any other appropriate conclusion.

(any 2 x 1) (2)

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INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

- This question paper consists of THREE sections and covers all learning outcomes.

SECTION A: COMPULSORY

SECTION B: Consists of THREE COMPULSORY questions.

SECTION C: Consists of FOUR questions.

Answer any TWO of the four questions in this section.

- Read the instructions for each question carefully and take particular note of what is required.
- Number the answers correctly according to the numbering system used in this question paper.
- Except where other instructions are given, answers must be written in full sentences.
- Use the mark allocation and the nature of each question to determine the length of an answer.
- NOTE: The answer to EACH question must begin on a NEW page, for example: QUESTION 1 – new page, QUESTION 2 – new page, et cetera.
- Use the table below as a guide for marks and time allocation when answering each question.

QUESTION	SECTION	MARKS	TIME
1	A: Multiple-choice questions, True and False, Matching items COMPULSORY	40	30 minutes
2	B: THREE questions COMPULSORY	60	30 minutes
3		60	30 minutes
4		60	30 minutes
5	C: Essay questions Answer any TWO of the four questions.	40	30 minutes
6		40	30 minutes
7		40	30 minutes
8		40	30 minutes
TOTAL:		300	180 minutes

- 1.1.6 This form of ownership stipulates a maximum of ten members:

- A Close corporation
- B Partnership
- C Public company
- D Private company

- 1.1.7 Learnerships in insurance is offered by the ...

- A South African Reserve Bank (SARB).
- B Industrial Development Corporation (IDC).
- C Sector Education and Training Authority (SETA).
- D Manpower Commission.

- 1.1.8 Business data via the internet is called ... information.

- A written
- B visual
- C oral
- D electronic

- 1.1.9 Which ONE of the following is a strategy that can be used by organisations to promote the well-being of their employees?

- A Demotion
- B Inadequate equipment
- C Smoking in the workplace
- D Professional counselling

- 1.1.10 A problem-solving technique that does not require participants to be in the same place:

- A Delphi
- B Creativity
- C Empty chair
- D Force-field

(10 x 2) (20)

SECTION A (COMPULSORY)

QUESTION 1

- Four options are provided as possible answers to the following questions. Choose the answer and write only the letter (A – D) next to the question number (1.1.1 – 1.1.10) in the ANSWER BOOK, for example 1.1.11 B.

- 1.1.1 In order to meet the challenge of changing technology, businesses must ...

- A create more working days.
- B produce more products.
- C regularly train staff members.
- D employ more workers.

- 1.1.2 Income earned from investment in fixed property is called ...

- A rent.
- B annuity.
- C interest.
- D real estate.

- 1.1.3 Which ONE of the following methods is implemented by government to stimulate overall economic growth?

- A Implementing a new medical aid fund
- B Sponsoring an Aids orphanage
- C Increasing the interest rate
- D Introducing the Broad-Based Black Economic Empowerment Act

- 1.1.4 An external factor that regulates the way in which businesses handle ethical challenges:

- A Company mission statement
- B Government legislation
- C Safety and security legislation
- D Company procedures

- 1.1.5 Internal recruitment can be done by advertising ...

- A on staff notice boards.
- B in national newspapers.
- C on regional radio stations.
- D on the internet.

1.2 CHOOSE THE CORRECT TERM

Give ONE word/term for each of the following descriptions. Write only the word/term next to the question number (1.2.1 – 1.2.5) in the ANSWER BOOK, for example 1.2.6 Bill of Rights.

creativity; Broad-Based Black Economic Empowerment Act (BBBEE); affirmative action; inclusivity; performance appraisal; SABS; Bill of Rights; job application; Skills Development Act

- 1.2.1 Guarantees equal opportunities in the workplace

- 1.2.2 Evaluates the employee's strengths and weaknesses

- 1.2.3 Enables diversity in the workplace

- 1.2.4 Enhances solutions to complex problems

- 1.2.5 Promotes the quality of products and services (5 x 2) (10)

- 1.3 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.3.1 – 1.3.5) in the ANSWER BOOK.

- 1.3.1 An upward trend in share prices can happen as a result of an economic recovery in the financial market.

- 1.3.2 Conflict does not contribute to effective decision-making.

- 1.3.3 One objective of career management is to assist employees to improve their performance.

- 1.3.4 Quality assurance in business organisations should be done at regular intervals.

- 1.3.5 The South African Qualifications Authority (SAQA) is responsible for quality assurance of products in the manufacturing industry.

(5 x 2) (10)

TOTAL SECTION A: 40

SECTION B (COMPULSORY)

QUESTION 2

2.1 Read the case study below and answer the questions that follow.

ALL OVER SHUTTLE SERVICES

In 2006 Peter and Jabu started the ALL OVER SHUTTLE SERVICES business in Soweto. They obtained a loan from African Bank.

During October 2008 the Governor of the South African Reserve Bank announced an increase in the interest rate by 1%. The price of petrol increased by 21 cents per litre in January 2008 because of an increase in the international price of crude oil.

ALL OVER SHUTTLE SERVICES had no choice but to increase their rate to R3 per kilometre. The Department of Education has informed ALL OVER SHUTTLE SERVICES that it was going to discontinue the use of its services.

The Department of Education stated that they are going to use Sweet Go Travellers which charges R2,50 per kilometre.

2.1.1 As the financial consultant of ALL OVER SHUTTLE SERVICES, identify THREE challenges that your business is facing and classify them according to the three business environments. (6)

2.1.2 Identify the business sector in which ALL OVER SHUTTLE SERVICES operates. Justify the extent to which it can control the three business environments in this sector. Use practical ways or strategies to support your answer. (14)

2.2 State THREE factors/points that you will consider when developing a strategy for any business of your choice so that challenges in the macro business environment can be overcome. (6)

2.3 Discuss the main purpose of the following Acts:

2.3.1 The Labour Relations Act (Act 66 of 1995) (8)

2.3.2 The Employment Equity Act (Act 55 of 1998) (8)

QUESTION 3

3.1 As the financial manager of ABC Gold Mining Company, you are requested by the executive director to do a presentation to shareholders at the annual general meeting on the financial performance of the company.

3.1.1 State THREE requirements that you will consider so that the presentation is good, clear and accurate. (6)

3.1.2 The sales department has provided you with the three representations of data regarding the sales of gold over the past five years. The questions that follow are based on these representations.

(a) Identify the type of graph for REPRESENTATIONS 2 and 3. (2)

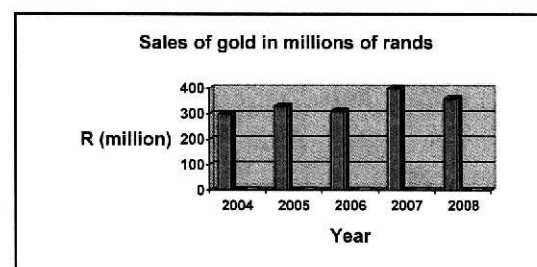
(b) Which representation would be most suitable for the presentation? Motivate your answer. (6)

(c) State ONE trend that you can observe from the representations below. (2)

(d) Based on QUESTION 3.1.2(c) above, what recommendation can you make to the shareholders? (2)

YEAR	SALES OF GOLD (in R million)
2004	300
2005	330
2006	310
2007	400
2008	360

REPRESENTATION 1



REPRESENTATION 2

2.4 Read the case study below and answer the questions that follow.

ETHICS IN ADVERTISING

Advertising is an attempt to send information to people to convince them to spend their money with a certain company. This concept is the foundation of the modern business world.

Advertising is big business. Millions of rands are spent on advertising each month. Many industries exist solely due to the large amount of money advertising brings in. Many media and non-media industries would be drastically affected if they could not sell advertising space on television, magazines and newspapers.

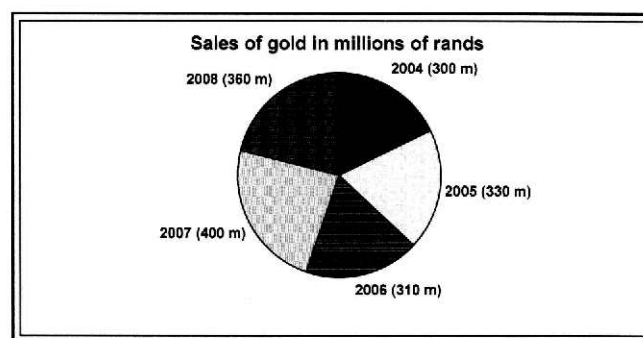
Buyers would also not be informed of their choices. Companies try all sorts of tactics to get our attention and money. Sometimes these attempts involve illegal, underhand or dirty tricks. An example of an illegal trick involves the old *bait and switch*. This tactic requires placing an advert for an item at an extremely low price. Upon reaching the store, the shoppers find that the item is 'no longer available'. In order to reduce their sorrow at missing the deal, they are directed to a similar item which closely matches what they came for, but which is not always a bargain.

[Adapted from: Rubak.com – Article – Ethics in Advertising.]

2.4.1 Explain the concept of *unethical advertising*. Use the information in the case study to illustrate your answer. (6)

2.4.2 Unethical advertising is one of the challenges of ethical and professional behaviour in the business environment. Identify THREE other issues that affect the ethical and professional behaviour of business practice. (6)

2.5 State any THREE objectives of the Skills Development Act (Act 97 of 1998). (6) [60]



REPRESENTATION 3

3.1.3 Describe any FIVE entrepreneurial qualities that ABC Gold Mining Company can use to assess the success of their business venture. (10)

3.2 Discrimination in the workplace is one of the human rights issues that have a negative impact on the relationship between employers and employees.

3.2.1 Do you agree or disagree with this statement? Motivate your answer. (4)

3.2.2 Indicate how discrimination can be resolved in the workplace. (4)

3.3 Describe each of the following investment opportunities and evaluate whether you consider it to be a low, medium or high risk investment:

3.3.1 Shares (6)

3.3.2 Unit trusts (6)

3.4 Discuss the impact of the following factors on the success and failure of a close corporation and sole proprietor:

3.4.1 Capital (12)

3.4.2 Legislation [60]

QUESTION 4

4.1 Read the case study below and answer the questions that follow.

APPLICATION FOR A VACANCY

Thembi studied at a technikon. She has a diploma in Travel and Tourism but has been unsuccessful in securing a job.

Thembi saw an advertisement for a receptionist at Trust Lodge in the classified section of the newspaper and applied for the position. Thembi was the only applicant and was appointed to the post. Trust Lodge does not have an employment contract.

Thembi had no interest in the job as a receptionist of which the management of Trust Lodge were fully aware. Thembi spoke openly about her lack of interest in the job. She had to obtain some form of employment in order to earn an income to meet her financial obligations.

- 4.1.1 If you were the manager of Trust Lodge, would you employ Thembi? Motivate your answer. (6)
- 4.1.2 Suggest any FIVE clauses that Trust Lodge could include in its employment contract. (10)
- 4.1.3 Would the clauses listed in QUESTION 4.1.2 have helped in avoiding the crisis that Trust Lodge is currently experiencing? Explain your answer. (6)
- 4.1.4 List any FIVE aspects that Trust Lodge would include in their implementation of the induction and placement process for Thembi. (10)
- 4.1.5 Name the Act that regulates the employment contract between Trust Lodge and Thembi. (2)
- 4.2 Outline FIVE steps that a good manager will follow in order to resolve conflict in the workplace. (10)
- 4.3 Name and explain ONE management style that you consider to be most effective in ensuring maximum success in business presently. (4)
- 4.4 Differentiate between *management* and *leadership*. Explain whether a good manager is better than a good leader. (12)

[60]

TOTAL SECTION B: 180

SECTION C

Answer any TWO questions.

NOTE: Indicate the QUESTION NUMBER. The answer to EACH QUESTION must begin on a NEW PAGE, for example, QUESTION 6 on a new page, QUESTION 8 on a new page, et cetera.

QUESTION 5

Analyse the nature and process of corporate social investment (CSI). Illustrate how it works and discuss the benefits and problems of CSI for both business and communities. Use current examples to illustrate your answer. [40]

QUESTION 6

Just as your home and car needs insurance cover, your business also requires protection against theft, damage and liability. A major burglary or a fire can make an uninsured or under-insured business bankrupt. Minimising risks and losses is one of the pillars of business success especially for small businesses.

[Source: *Succeed*, December 2006 (adapted)]

Write a report indicating whether you agree or disagree with the above statement. Your report must clearly establish the reasons/significance for insurance, show a distinction between compulsory and non-compulsory insurance, as well as be able to illustrate each type using examples. [40]

QUESTION 7

Team dynamics in problem solving makes it easier to initiate and promote change and unity within the organisation. Teamwork helps the organisation to achieve its primary goals and objectives.

Briefly explain why it is necessary for people to work together and fully discuss the factors that can contribute towards the achievement of business objectives when using teamwork in the workplace. [40]

QUESTION 8

Trade unions were primarily established to address the challenges faced by employees in the workplace.

Outline the functions of trade unions in improving the working conditions of employees. Analyse their role in promoting good labour practice and in uplifting the standards of living for workers in South Africa. [40]

TOTAL SECTION C: 80

GRAND TOTAL: 300



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Business Studies February/March 2009 Memorandum

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NOTES TO MARKERS:

1. For marking and moderation purposes, the following colours are recommended:

Marker:	Red
Senior Marker	Green
Deputy Chief and Chief Marker	Black
Internal Moderator	Orange
2. The numbering of Assessment Standards is in accordance with the principle of progression from Grades 10 to 12, e.g. the first Assessment Standard is 12.1.2.
3. Candidates' responses must be in full sentences for SECTIONS B and C. This would depend on the nature of the question.
4. A comprehensive memorandum 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 memorandum
 - Comes from another source
 - Is correct and original
 - Relates to another applicable LO or AS
5. Take careful note of other relevant answers provided by candidates and allocate marks accordingly.
6. **SECTION B**
 - 6.1 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 or use the word 'Cancel'.
 - 6.2 If two facts are written in one sentence, award the candidate FULL credit.
 - 6.3 If candidates are required to provide their own examples/views, brainstorm this at the marking centre to finalise alternative answers.
 - 6.4 All questions that require candidates to 'explain'/'discuss'/'describe' will be marked as follows:
 - Heading (2 marks)
 - Explanation (1 mark) or as indicated in the memorandum
 - 6.5 All questions that require candidates to 'name'/'list'/'mention', etc. the answers of the candidates can be in phrases and not necessarily in full sentences.

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- 7.7 When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of the same sub-headings. Remember, headings and sub-headings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See BREAKDOWN of marks at the end of each question.)
- 7.8 If the candidate identifies/interprets the question **INCORRECTLY**, then he/she still obtains marks for insight.
- 7.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the memorandum.
8. Take particular note of the repetition of facts. Indicate with an R.
9. Subtotals to questions must be written in the right margin. Only the total for each question should appear in the left margin next to the appropriate question.
10. Allocate TWO marks for complete sentences. Allocate ONE mark for phrases, incomplete sentences and vague answers.

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7. SECTION C

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

Introduction	3	
Content	27	Maximum: 32
Conclusion	2	
Insight	8	
Total marks	40	

- 7.2 Insight consists of the following components:

Structure/Layout (Is there an introduction, body using paragraphs and conclusion?/Is there a logical flow/link in the discussion? Has the learner being able to illustrate the concepts with examples?)	2
Analysis and interpretation (candidate's ability to break down the question to show understanding of what is being asked)	2
Synthesis (What parts to the question would you have included in the answer? Are there relevant points included?)	2
Originality, examples, recency of information, current trends and developments	2
TOTAL FOR INSIGHT	8

- 7.3 Indicate insight in the left-hand margin with a symbol, e.g. (LASO).
- 7.4 The components of insight are indicated at the end of the suggested answer for each question. NOTE: The components may vary for each question.
- 7.5 Mark all relevant facts until the MAXIMUM mark in a sub-section has been attained. Write MAX after maximum marks have been obtained.
- 7.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows:

(S - Structure and/or A - Analysis, S - Synthesis, O - Originality) as in the table below.

CONTENT	MARKS
Facts	32
S	2
A	2
S	2
O	2
TOTAL MARKS	40

NOTE: The mark allocation for insight may vary for each essay.

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SECTION A

QUESTION 1

- 1.1

1.1.1	C		
1.1.2	A		
1.1.3	D		
1.1.4	B		
1.1.5	A		
1.1.6	A		
1.1.7	C		
1.1.8	D		
1.1.9	D		
1.1.10	A	(10 x 2)	(20)
- 1.2

1.2.1	Affirmative action		
1.2.2	Performance appraisal		
1.2.3	Inclusivity		
1.2.4	Creativity		
1.2.5	SABS	(5 x 2)	(10)
- 1.3

1.3.1	True		
1.3.2	False		
1.3.3	True		
1.3.4	True		
1.3.5	False	(5 x 2)	(10)

TOTAL SECTION A: 40

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SECTION B:

QUESTION 2

2.1.1 As the financial consultant of ALL OVER SHUTTLE SERVICES, identify THREE challenges that your business is facing and classify them according to the three business environments. (LO1AS2)

- Increased rate to R3 p/km. ✓ - micro ✓
- Increased running cost. ✓ - micro ✓
- The existence of Sweet Go Travellers (competitors). ✓ - market ✓
- Loss of Department of Education as client. ✓ - market ✓
- Increase of the interest rate by 1%. ✓ - macro ✓
- Increase in fuel price by 21 cents. ✓ - macro ✓
- Any other relevant answer relating to the challenges in these environments.

Mark allocation:
Challenge 1 mark
Classification 1 mark
(ANY (3 x 2) (6))

2.1.2 Identify the business sector in which ALL OVER SHUTTLE SERVICES operates. Justify the extent to which it can control the three business environments in this sector. Use practical ways or strategies to support your answer. (LO1AS5)

Identification of sector:
- Tertiary sector ✓✓

Identification of the environment:

Micro environment ✓

Control

- The business has total control over this environment ✓✓

Strategy

- It can implement changes to the operations of its business by reducing the number of vehicles. ✓✓
- Cut down running costs. ✓✓
- Reduce unnecessary use of company vehicles. ✓✓
- Buy more fuel efficient vehicles. ✓✓
- Any other relevant answer regarding the control/strategies to business environment. ✓✓

Max 2

Identification of the environment

- Market environment ✓

Control

The business has some or little control over this environment. ✓✓

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2.3.1 Discuss the main purpose of the following Acts:

2.3.1 The Labour Relations Act (Act 66 of 1995) (LO1AS4)

- It caters for collective bargaining and collective agreements by providing workplace forums. ✓✓ e.g. agreement on salary increases. ✓
- It caters for labour disputes through conciliation, arbitration, adjudication or industrial action. ✓✓ e.g. settling of pay disputes. ✓
- It caters for trade unions and employers' organisations. ✓✓ e.g. a regulatory framework within which they operate. ✓
- Responsible for the establishment of the Commission for Conciliation, Mediation and Arbitration - CCMA. ✓✓ e.g. should negotiations on labour issues be deadlocked then parties can engage themselves with the CCMA. ✓
- Any other relevant purpose relating to the LRA.

Any 3 x 3 = 9

Mark allocation:

Fact 2

Explanation(examples) 1

Max 8

2.3.2 The Employment Equity Act (Act 55 of 1998) (LO1AS4)

- Eliminate unfair discrimination and promote equal opportunity and fair treatment ✓✓ e.g. gender balance. ✓
- Promote efficiency in the workforce to promote economic development. ✓✓ e.g. provision for training. ✓
- To attain a diverse workforce, broadly representative of the people of South Africa. ✓✓ e.g. proportional representation of different ethnic groups/reflecting rainbow nation. ✓
- Give effect to the obligations of the country as a member of the International Labour Organisation. ✓✓ e.g. in keeping with world trends so as to eliminate discrimination of different kinds. ✓
- Any other relevant function relating to Employment Equity Act

Any 3 x 3 = 9

Mark allocation:

Fact 2

Explanation(examples) 1

Max 8

2.4.1 Explain the concept unethical advertising. Use the information in the case study to illustrate your answer. (LO3AS3)

- Businesses make use of unfair, deceptive or unethical advertising to lead customers to believe that they will get more value for their money than they actually do. ✓✓
 - Any other relevant explanation of the concept of unethical advertising.
- Information in case study to illustrate the answer:
- Enterprises engage in illegal, underhand or dirty tricks. ✓✓
 - Enterprises engage in bait pricing i.e. bait and switch tactics. ✓✓
 - Advertising at very low prices without sufficient stock. ✓✓

Mark allocation:

Concept 2

Illustration (2 x 2) 4

Max 6

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Strategy

- The business can review the rate per kilometre. ✓✓
- Specials for corporate bookings/volume orders etc. ✓✓
- Wide advertisement of efficiency of shuttle services ✓✓
- Any other relevant answer regarding the control/strategies to business environment. ✓✓

Max 2

Identification of the environment

- Macro environment ✓

Control

- The business has no control over this environment. ✓✓

Strategy

- Lobbying with other bodies so that the Reserve Bank decreases the repo rate. ✓✓
- Engaging other stakeholders to strengthen the need for reduction of petrol prices. ✓✓
- Obtaining subsidies from the government. ✓✓
- Any other relevant answer regarding the control/strategies to business environment. ✓✓

Max 2

Allocation of marks:

Identification of sector	2
Identification of the environment	3 x 1 = 3
Control	3 x 2 = 6
Strategy	3 x 2 = 6
	17
Max	14

2.2 State THREE factors/points that you will consider when developing a strategy for any business of your choice so that challenges in the macro business environment can be overcome. (LO1 AS2)

- Have a clear vision/mission, etc. ✓✓
- Focus on the long-term goals of the business as a whole. ✓✓
- Design a SWOT analysis to re-evaluate the current position of the business. ✓✓
- Establish what should remain the same or what should change to adapt to external factors. ✓✓
- Deploy the resources and skills of the business to take care of the threats or opportunities in its environment. ✓✓
- Design a strategic plan of long-term goals over a certain time span (e.g. 3 – 5 years). ✓✓
- Identification of responsible departments to establish internal and external focuses. ✓✓
- Any other relevant responses relating to the effective planning in relation to the macro environment. ✓✓

(ANY (3 x 2) (6))

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2.4.2 Unethical advertising is one of the challenges of ethical and professional behaviour in the business environment. Identify THREE other issues that affect the ethical and professional behaviour of business practice. (LO3AS3)

- Sexual harassment in the workplace ✓✓
- Fraud and corruption ✓✓
- Abusing working time ✓✓
- Tax evasion ✓✓
- Any other relevant answer on issues of ethical and professional behaviour.

NOTE: Give zero for unethical advertising as it is given.

(ANY (3 x 2) (6))

2.5 State any THREE objectives of the Skills Development Act (Act 97 of 1998. (LO4 AS3 and LO1 AS4)

- The productivity of the workers are improved as a result of skills developed in their field of work. ✓✓
- The workers need to be trained on an ongoing basis because the work environment is dynamic, complex and continually changing. ✓✓
- To improve the employment prospects of persons previously disadvantaged by unfair discrimination. ✓✓
- Provide redress through education and training. ✓✓
- Any other relevant answer relating to objectives of Skills Development Act.

ANY (3 x 2) (6)
[60]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1.1	6
2.1.2	14
2.2	6
2.3.1	8
2.3.2	8
2.4.1	6
2.4.2	6
2.5	6
TOTAL	60

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QUESTION 3

3.1 As the financial manager of ABC Gold Mining Company, you are requested by the executive director to do a presentation to shareholders at the annual general meeting on the financial performance of the company.

3.1.1 State THREE requirements that you will consider so that the presentation is good, clear and accurate. (LO2AS6)

- Identify the method of presentation to be used, e.g. written information, electronic information, visual presentation, oral communication. ✓✓
- Consider the audience, in this case the shareholders, and prepare accordingly. ✓✓
- Consider the venue and the facilities available, e.g. electrical outlets, flipcharts, data projector etc. so that you can plan accordingly. ✓✓
- Be clear about the objectives of your presentation, e.g. the financial position of the company to be presented to shareholders. ✓✓
- Obtain all the information that is necessary and ensure that the figures you present are accurate, relevant and up to date. ✓✓
- You must also consider time and allow for questions and discussion. ✓✓
- You can also plan the format of your presentation which could include welcome/introduction, the body of the presentation and a conclusion. ✓✓
- Ensure that you are mentally prepared for the presentation by rehearsing to ensure that the presentation is highly successful. ✓✓
- Any other relevant answer relating to presentation of information. ✓✓

ANY (3 x 2) (6)

3.1.2 The sales department has provided you with the three tables regarding the sales of gold over the past five years. The questions that follow are based on these tables. (LO2 AS 6)

(a) Identify the type of graph for TABLES 2 and 3.

- Table 2 is a bar graph/histogram. ✓✓
- Table 3 is a pie chart. ✓✓

(2 x 1) (2)

(b) Which graph would be most suitable for the presentation? Motivate your answer.

- Bar graph. ✓✓ (2)
- The bar graph graphically illustrates the increase and decrease of the sales of gold over the years. ✓✓
- The bar graph is easier to interpret and clearly illustrates that 2007 has the highest sales or 2004 as the lowest. ✓✓
- Works well when illustrating data series. ✓✓
- Any other relevant answer regarding the bar graph. ✓✓

Mark allocation:

Choice

2

Motivation

(2 x 2) 4

Max 6

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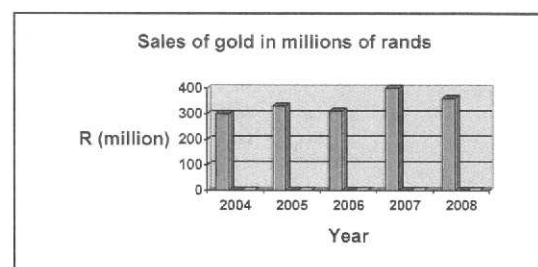


TABLE 2

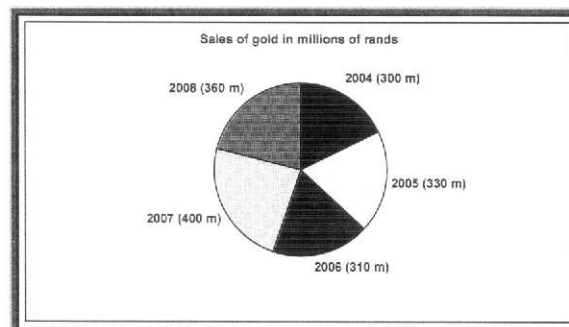


TABLE 3

3.1.3 Describe any FIVE entrepreneurial qualities that ABC Gold Mining Company can use to assess the success of their business venture. (LO2AS4)

- Good organisational and management skills. ✓✓
- Optimistic about the future and sets goals that are achievable through the implementation of essential management functions. ✓✓
- Good communication skills and creates a positive working environment that is pleasant. ✓✓
- Creativity, innovativeness and ability to meet challenges. ✓✓
- Possess good interpersonal skills and the ability to work with people and satisfy their needs. ✓✓
- Ability to take calculated risks and increase output and profits. ✓✓
- Provide leadership in the organisation and make clear judgements on incomplete information. ✓✓
- Positive approach, committed, self-confidence, determination and dedication to do his/her best at all times. ✓✓
- Any other relevant answer regarding entrepreneurial qualities. ✓✓

(any 5 x 2 = 10)

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OR

- Pie chart ✓✓ (2)
- Indicates the sales of gold over years in a single pie format. ✓✓
- Each segment of the pie indicates data for a particular year. ✓✓
- Any other relevant answer regarding the pie chart. ✓✓

Mark allocation:

Choice

2

Motivation

(2 x 2) 4

Max 6

(c) State ONE trend that you can observe from the tables below.

- Highest sales - 2007. ✓✓
- Lowest sales - 2004. ✓✓
- The sales decreased in 2008 by R 40 million. ✓✓
- Any other trend identified in the tables. ✓✓

ANY (1 x 2) (2)

(d) Based on QUESTION 3.1.2(c) above, what recommendation can you make to the shareholders?

- Reduce the supply of gold on the market to increase demand, hence price will increase resulting in an increase in turnover. ✓✓
- Invest in new plants for greater production – lower unit costs. ✓✓
- Any other relevant answer on the trends relating to 'c' above. ✓✓

ANY (1 x 2) (2)

YEAR	SALES OF GOLD in R(millions)
2004	300
2005	330
2006	310
2007	400
2008	360

TABLE 1

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3.2 Discrimination in the workplace is one of the human rights issues that has a negative impact on the relationship between employers and employees.

3.2.1 Do you agree or disagree with this statement? Motivate your answer. (LO2AS5)

- Agree ✓✓
- Motivation: ✓✓
- Dissatisfaction can lead to low morale. ✓✓
- Any other relevant answer on disadvantage of discrimination in the workplace. ✓✓

OR

Disagree ✓✓

Motivation: ✓✓

- Workers may prefer security and high remuneration in comparison to satisfaction/morale. ✓✓
- Consider any relevant answer relating to dissatisfaction/intrinsic or extrinsic motivation, etc. ✓✓

Mark allocation:

Agree/Disagree 2

Reason 2

4

NOTE: If only Agree/Disagree is given without any explanation - NO marks.

3.2.2 Indicate how discrimination can be resolved in the workplace. (LO2AS5)

- Prepare a code of ethics for the company. ✓✓
- Recognition of the collective agreement between the management and labour. ✓✓
- Provide for the training, role play and simulation of various acts of discrimination so that stakeholders are aware of the basic human rights of workers. ✓✓
- Reference must also be made to the Equity Act. ✓✓
- Any other relevant answer for resolution. ✓✓

ANY (2 x 2) (4)

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3.3 Describe each of the following investment opportunities and evaluate whether you consider it to be a low, medium or high risk investment. (LO2AS7)

3.3.1 Shares

Description

- Shares are sold by companies to raise capital. ✓✓
- People have an opportunity to buy shares in a company. ✓✓
- Shareholders receive profits from the company in the form of dividends for their investment. ✓✓
- Shares could be bought or sold in the immediate/medium or long term. ✓✓
- Government owned enterprises are now been listed in the JSE as public companies. These shares are offered well below its market value to the previously disadvantaged. ✓✓

(1 x 2) (2)

Risk

- Investment in shares are generally regarded as low, medium or high risk. ✓✓
- (Accept if nature of risk is explained or implied. Write risk and indicate 2 ticks (✓✓) (2)

Motivation

- If the company goes bankrupt, the shareholder loses only their investment portion of their money. ✓✓
- May receive a portion in the form of dividends if the company is liquidated. ✓✓
- The concept of limited liability applies in terms of the companies act whereby the shareholder loses only the amount invested in shares. ✓✓
- Any relevant motivation on risk

(1 x 2) (2)

3.3.2 Unit trusts

Description

- Unit trusts refer to the pooling of investors money that can be invested in a wide portfolio of shares or equity. ✓✓
- Investments can be made in three main categories ie. general funds, specialist funds and income funds. ✓✓
- Usually a medium or long term investment. ✓✓

ANY (1 x 2) (2)

Risk

- Investment of funds in unit trusts are regarded as low or medium risk. ✓✓ (2)
- (Accept if nature of risk is explained or implied. Write risk and indicate 2 ticks ✓✓

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Allocation of Marks:

- 2 marks each for 1 fact only on both success (4 marks) and failure (4 marks) for both capital and legislation.
- Maximum marks 12.
- Consider any other relevant answer regarding success or failure in terms of capital and legislation.
- Does not have to be in table form.

[60]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1.1	6
3.1.2 (a)	2
3.1.2 (b)	6
3.1.2 (c)	2
3.1.2 (d)	2
3.1.3	10
3.2.1	4
3.2.2	4
3.3.1	6
3.3.2	6
3.4	12
TOTAL	60

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Motivation

- Unit trusts are managed by portfolio experts who understand the unit trust market before making an investment decision. ✓✓ (2)
- Any relevant motivation on risk

Allocation of marks for each:
Description 2 marks
Risk 2 marks
Motivation 2 marks
Max 6 marks for each

3.4 Discuss the impact of the following factors on the success and failure of a close corporation and sole proprietor: (LO2AS8)

3.4.1 Capital

3.4.2 Legislation

	Close Corporation	Sole proprietor
3.5.1 CAPITAL	Success Capital is contributed by a maximum of 10 members to have a larger capital contribution for a small to medium size enterprises. ✓✓	Success The capital is restricted to the amount that one person can contribute. He/She may also resort to borrowing from the financial institutions. ✓✓
	Failure Insufficient capital to finance growth in the small to medium size enterprises. ✓✓	Failure Insufficient capital if he/she wants to expand the business. ✓✓
3.5.2 LEGISLATION	Success Business must be registered with the Registrar of Close Corporations with a founding statement lending itself to a greater degree of control. ✓✓	Success The sole proprietor must register with the local authority in order to reap benefits, e.g. present tenders or the outsourcing of business by the local authority. ✓✓ Government is promoting small business. ✓✓
	Failure A member may act in a manner that may defraud the CC. ✓✓	Failure The liability of the sole proprietor is unlimited which could lead to him/her losing his/her personal assets. ✓✓

(2 x 8) (16)
Max 12

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QUESTION 4

4.1.1 If you were the manager of Trust Lodge, would you employ Thembi? Motivate your answer. (LO4AS3)

NO. ✓✓

- Re-advertise the post because Thembi was the only applicant. ✓✓
- Thembi does not have an interest in the organisation and is only there for personal gain. ✓✓
- Thembi may not be dedicated to her work. ✓✓
- Productivity at the workplace may suffer. ✓✓
- Thembi may not be motivated to do the job to the best of her ability. ✓✓
- Qualifications do not suit the post. ✓✓
- Any other relevant answer regarding suitability.

OR

YES ✓✓

- Trust Lodge had no other applicants for the position. ✓✓
- Trust Lodge can convince her to take up training as a receptionist. ✓✓
- Trust Lodge can offer her incentives, e.g. travel allowances etc. ✓✓
- Convince her about her potential as a receptionist with a view to increasing her salary with increased performance, e.g. performance contract. ✓✓
- Any other relevant answer regarding employment.

Mark allocation:
Yes or No 2 marks
Motivation 2 marks each 4 marks
Max. 6 marks

NOTE: 1. Yes or No without motivation = NO marks.
2. If yes or no is implied in motivation write yes or no and allocate 2 ticks (✓✓)

4.1.2 Suggest any FIVE clauses that Trust Lodge could include in its employment contract. (LO4AS3)

- Name of the employee (Identity number and income tax number) ✓✓
- Address and contact details ✓✓
- Working hours ✓✓
- Leave and pension benefits ✓✓
- Remuneration ✓✓
- Deductions e.g. pension, income tax, medical aid and UIF ✓✓
- Grievance and disciplinary procedures. ✓✓
- Conditions regarding termination of service. ✓✓
- Overtime conditions. ✓✓
- Fringe benefits. ✓✓
- Remedy for non-performance. ✓✓
- Job description. ✓✓
- Job specification. ✓✓
- Probationary period. ✓✓
- Any other relevant clause. ✓✓

ANY (5 x 2) (10)

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4.1.3 Would the clauses listed in QUESTION 4.1.2 have helped in avoiding the crisis that Trust Lodge is currently experiencing? Explain your answer. (LO4AS3)

- YES ✓✓ (2)

EXPLANATION

- A written employment contract could have solved the crisis. ✓✓
- A detailed policy on the recruitment of workers specifying the minimum number of applicants to be short listed for a post. ✓✓
- A policy of promotion from within the organisation for certain posts. ✓✓
- Disciplinary procedure was non-existent. ✓✓
- Acknowledgement of job description. ✓✓
- Clarity on probation period. ✓✓
- No clear job specification. ✓✓
- Any other relevant answer relating to policy in resolving the crisis. ✓✓

(Max. 4)

Mark allocation :
Yes 2
Explanation (2 x 2) 4
Max 6

NOTE: 1. YES without motivation = NO marks.

2. If implied in explanation write yes and allocate 2 ticks (✓✓)

4.1.4 List any FIVE aspects that Trust Lodge would include in their implementation of the induction and placement process for Thembi.

- Manager must orientate Thembi into the new environment by introducing her to the organisation, supervisor and colleagues. ✓✓
- She must be familiar with the systems and procedures of the organisation. ✓✓
- Management must orientate her in the job until she is settled in her position. ✓✓
- Inform her about policies and regulations. ✓✓
- Inform Thembi about the mission of the business and its clients. ✓✓
- Reporting and communication channels. ✓✓
- Improve skills through in-service training. ✓✓
- Understanding and acceptance of the job. ✓✓
- Any other relevant answer relating to induction and placement process. ✓✓

ANY (5 x 2) (10)

4.1.5 Name the Act which regulates the employment contract between Trust Lodge and Thembi. (LO4AS3)

- The Basic Conditions of Employment Act of 2002. ✓✓
- BCEA ✓✓

(2)

NOTE: Without year/number indicated award full credit

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OR

Style

- Democratic management ✓✓ (2)

Motivation

- The management allows subordinates to be part of the decision-making process. ✓✓
- Subordinates assume responsibility for many of the decisions. ✓✓
- Participation in workplace forums. ✓✓
- Workers take ownership in decision making because they were part of the process. ✓✓
- Any other relevant answer regarding democratic management style. ✓✓

ANY (1 x 2) (2)

Mark allocation:
Type / Style 2 marks
Motivation 2 marks
Max 4 marks

NOTE: Consider other suitable styles if appropriate motivation is given, e.g. participatory, situational, laissez-faire, etc.

4.4 Differentiate between management and leadership. Explain whether a good manager is better than a good leader. (LO3AS5)

Management	Leadership
Exercise control over personnel ✓✓	Influence and motivate personnel ✓✓
Instructional in their approach ✓✓	Seek to empower people ✓✓
Follows the vision of the enterprise ✓✓	Provide a vision for the enterprise ✓✓
Minimise and control risks ✓✓	Always on the look out for business opportunities ✓✓
Ensure adherence to rules and regulations ✓✓	Change rules to improve efficiency ✓✓
Ensure that tasks are completed ✓✓	Provide better ways to do tasks ✓✓
Ensure that profit targets are met ✓✓	Strategies to increase profitability ✓✓

Any other relevant answer differentiating between Management and Leadership.

Max 8

NOTE: Does not have to be in a table form.

Good leader: ✓✓

Motivation:

- He/She has vision for his/her enterprise. ✓✓
- Encourages higher productivity through motivation. ✓✓
- Consider advantages of good leader and disadvantages of weak manager. ✓✓
- Any other relevant answer regarding a good leader. ✓✓

(4)

OR

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4.2 Outline FIVE steps that a good manager will follow to resolve conflict in the workplace. (LO3AS6)

- Acknowledge that there is conflict between the employee and management. ✓✓
- Identify the cause of the conflict ✓✓
- Arrange a meeting between the employee and management ✓✓
- Devise strategies to resolve the conflict ✓✓
- Minutes of the meeting must be recorded ✓✓
- Prepare a memorandum of understanding that will be signed by the employee and management. ✓✓
- Any other relevant answer relating to steps in resolving conflicts. ✓✓

ANY (5 x 2) (10)

OR

Alternative answer:

- Ignore the conflict ✓✓
- Pre-negotiation. ✓✓
- Negotiation ✓✓
- Post-negotiation ✓✓
- Follow-up of the process ✓✓

OR

Alternative answer:

- Approach the conflict directly ✓✓
- Bargaining ✓✓
- Mediation ✓✓
- Arbitration ✓✓
- Right to appeal ✓✓

OR

Alternative answer:

- Meet with conflicting parties ✓✓
- Make sure the parties understand that it is okay to disagree ✓✓
- Allow each party to state their mind. ✓✓
- Consider the manager's perspective on how to resolve the conflict. ✓✓
- Set a timeframe for resolving the conflict. ✓✓
- Any other relevant step in resolving conflicts

NOTE: Steps need not be in a specific/particular order.

4.3 Name and explain one management style that you consider to be the most effective in ensuring maximum success in business presently. (LO3AS5)

Style

- Autocratic Management ✓✓ (2)

Motivation

- This style is dictatorial and may suit only certain types of business. ✓✓
- Useful for implementation and control of policy. ✓✓
- Any relevant answer regarding Autocratic Management style. ✓✓

ANY (1 x 2) (2)

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Good manager: ✓✓

Motivation:

- He/She is able to manage the enterprise effectively. ✓✓
- Calculated risks could maintain stability and long term survival. ✓✓
- Consider advantages of good manager and disadvantages of weak leader. ✓✓
- Any other relevant answer regarding a good manager. ✓✓

(4)

Mark allocation:
Differences (2 x 2 for each) – 2 differences max 8
Preference Choice (2 marks) and Motivation (2 marks) max 4
12

OR

Differences (2 x 2 for each) max 8
(Preference indicated clearly - 2 x 2) 4
12
[60]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1.1	6
4.1.2	10
4.1.3	6
4.1.4	10
4.1.5	2
4.2	10
4.3	4
4.4	12
TOTAL	60

TOTAL SECTION B: 180

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SECTION C

QUESTION 5

Analyse the nature and process of corporate social investment (CSI). Illustrate how it works and discuss the benefits and problems of CSI for both business and communities. Use current examples to illustrate your answer. (LO1AS3)

5.1 Introduction

- Corporate social investment refers to the contribution that the company makes to uplift or develop and solve problems in the community. ✓
- Generally, most of the employees of the company come from the local community. ✓
- Therefore, the company deems it fit to invest some of its funds to projects that are much needed by the community. ✓
- The government cannot solve problems of the country and therefore encourages big business to foster partnerships with the local community. ✓
- The community in response buys the product of that company. ✓ ANY (3 x 1) (3)
max. 3

5.2 Social Responsibility Programmes (nature):

- Corporate business engages the local community with, amongst others, the following programs:
- HIV/Aids awareness ✓ - by sponsoring NGO's ✓
- Education and training ✓ - by providing bursaries to learners ✓
- Conservation of the environment and pollution ✓ - by sponsoring projects that preserve the environment ✓
- Poverty alleviation ✓ - by job creation ✓
- Pensioners, deprived children and orphans ✓ - by sponsoring housing projects ✓
- Empowerment of women ✓ - by sponsoring conferences ✓
- Rural development ✓ - by forming partnerships ✓

(1 mark for fact and 1 mark for example) Max. 6

5.3 Characteristics/Features of Corporate Social Investment (process)

- CSI (Corporate social investment) is mainly implemented by big business. ✓✓
- CSI is enforced by legislation. ✓✓
- CSI is seen as a political expectation. ✓✓
- CSI is seen as part of the business operations and is sustainable. ✓✓
- Business organisations choose the programs for the community eg. support for education. ✓✓
- Business organisations support the community with the product that they manufacture e.g. a paper manufacturing company may donate duplicating paper to the local schools in the community. ✓✓
- Partnerships are formed with local communities, the government and non profit organisations. ✓✓
- In South Africa BEE (Black Economic Empowerment) companies play a vital role in CSI. ✓✓

max. 8

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5.6 Problems of CSI for the business and the community:

5.6.1 Problems of CSI for the business:

- The community may not support the enterprise ie. does not buy the product of the enterprise. ✓✓
- Difficulty in adherence to legislation governing the CSI. ✓✓
- Small and medium enterprises find it difficult to implement CSI programmes. ✓✓
- Distribution of scarce CSI resources to selected beneficiaries in the community may cause problems such as discrimination. ✓✓

Max. 6

5.6.2 Problems of CSI for the community:

- The benefits of the programme may not filter to the intended persons within the community. ✓✓
- Insufficient provisioning that does not satisfy all the needs of the community. ✓✓
- May be rejected by the community. ✓✓

max. 6

NOTE: Problems of CSI for the business and the community. Max. 12

5.7 Conclusion

- From the above discussion it can be concluded that many communities have benefited from CSI initiatives. ✓
- Corporate Businesses in South Africa have come to the rescue of many poor communities by building schools, crèches, clinics, etc. ✓

(2)

Sub total 49: Max 32

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5.4 How it works:

- Corporate social responsibility is influenced by various factors:
- Companies identify a particular need in the community and funds the project e.g. the building of a community hall. ✓✓
- Ethics has a decisive influence in the business, and, management and employees have an important role to play in the community. ✓✓
- Government legislation encourages companies to engage in social investment programmes. ✓✓
- Competitors force a company to engage in social responsibility programs. ✓✓

Max. 6

5.5 Benefits of CSI for the business and the community:

5.5.1 Benefits for the business

- Improved health for its workers. ✓✓
- Sustained Conservation of the environment may lead to reduction in costs which could be channelled elsewhere. ✓✓
- May attract experienced employees which could benefit the enterprise in terms of increased productivity. ✓✓
- The community supports the business by purchasing its products and thereby contributing to the business profitability. ✓✓
- The business enjoys goodwill. ✓✓
- Improves the image of the company. ✓✓
- Any other relevant benefit for the business. ✓✓

Max. 6

5.5.2 Benefits for the community.

- The Community provides the labour, customers and suppliers to the business enterprise. ✓✓
- Provision of bursaries. ✓✓
- Improves the welfare of society. ✓✓
- The standard of living of the community is uplifted. ✓✓
- The business needs to give something back in the form of money, products, services etc. ✓✓
- Improved health for the community and customers. ✓✓
- Any other relevant benefit for the community. ✓✓

Max. 6

NOTE : Benefits of CSI for the business and the community (Max 12)

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Breakdown of mark allocation:

Details	Maximum	Reduced to	Subtotal	Total
Introduction			3	
Social responsibility programmes (nature)	6	6		
Characteristics/Features of CSI (process)	8	8		
How it works	6	6		
Benefits of CSI for the enterprise and the community	12	12	44	Max 32
Problems of CSI for the enterprise and the community	12	12	2	
Conclusion				
Insight:				
Layout Structure				2
Analysis and Interpretation				2
Synthesis				2
Originality, Examples, recency of information, current trends and developments				2
TOTAL MARKS				40

*LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if only some requirements are met.

Allocate 0 marks where requirements are not met at all.

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QUESTION 6

Just as your home and car needs insurance cover, your business also requires protection against theft, damage and liability. A major burglary or a fire can make an uninsured or under-insured business bankrupt. Minimising risks and losses is one of the pillars of business success especially for small businesses.

[Source : Succeed December 2006 (adapted)]

Write a report indicating whether you agree or disagree with the above statement. Your report must clearly establish the reasons/significance for insurance, show a distinction between compulsory and non-compulsory insurance, as well as illustrate each type using examples. (40)
(LO2AS7)

6.1 Introduction:

- I agree/disagree with the statement. ✓
- Many businesses are faced with risks such as fire, theft, burglary, storm damage etc. ✓
- Should any of these perils/dangers occur and the business is not insured, then the businessperson could suffer major financial losses. ✓
- Any relevant contribution towards introduction. ✓

(any 3 x 1 = 3)

6.2 Reasons/significance/purpose:

- Transfer of the risk from the businessperson to the insurance company. The transfer of the risk is subject to the terms and conditions of the contract. ✓✓
- The business will be compensated for the insurable losses eg. destruction of the property through fire or the loss of life. ✓✓
- Insurance protects the businessperson against future losses. The size of the loss is reduced considerably. Businesspersons do not have control over fire, floods, storms etc. ✓✓
- Replacement costs for damaged machinery and equipment are very high because of inflation. Insurance against these losses is essential. ✓✓
- Protects the business against the loss of earnings as a result of natural disasters such as floods, storm damage and fire. e.g. Strikes by employees result in losses worth millions of rand. Therefore, the enterprise can purchase insurance for protection against loss of earnings. ✓✓
- Insurance can be taken against the life of partners in a partnership business as well as key personnel within the organisation. ✓✓
- Should the services of these key personnel be lost as a result of accidents or death, the proceeds of the insurance policy are paid out to the business. ✓✓
- It is also possible for a business to insure against bad debts ie. debtors who default on the payment of their accounts. ✓✓

max. 8

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6.4.2 Non-compulsory Insurance

Examples:

- (a) **Fire Insurance** ✓✓
 - This refers to losses incurred by fire to a business. ✓✓
 - Fire damages the property and assets of the business. ✓✓ (4)
- (b) **Theft Insurance** ✓✓
 - Losses that result from burglaries and robberies. ✓✓
 - Insurance in this regard protects the business by compensating for the losses as well as the cost of repairing any damage to property during the burglary. ✓✓ (4)
- (c) **Life Assurance** ✓✓
 - The death of key personnel such as partners, management personnel etc. may cause serious problems and financial losses to the enterprise. ✓✓
 - Therefore, it is possible for the enterprise to take life assurance against the death of such key personnel. ✓✓ (4)
- (d) **Motor Car Insurance** ✓✓
 - Most business enterprises have assets such as motor vehicles. ✓✓
 - Losses as a result of theft, hijacking and accidents are for the cost of the enterprise. ✓✓
 - Therefore, most business enterprises insure their vehicles. ✓✓ (4)
- (e) **Public Liability Insurance** ✓✓
 - This type of insurance protects the business from claims arising out of injuries to an individual on the business premises. ✓✓ (4)
 - Any other relevant example of non-compulsory insurance

Max 12

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6.3 Distinction between compulsory insurance and non-compulsory insurance

6.3.1 Compulsory insurance

- In South Africa there are three types of insurances that are compulsory by law. ✓
- Premiums are contributed by the business into a common fund which is administered by Government. ✓

6.3.2 Non-compulsory insurance

- The following types of insurance are voluntary since the organisation can decide whether or not to make use of it. ✓✓

Max. 4

6.4 Types/examples:

6.4.1 Compulsory insurance

(a) Workers Compensation Fund (WCF) ✓✓

- Workers who are injured on duty are entitled by law to compensation from the Workmen's Compensation Fund. ✓✓
- This fund insures the workers for medical expenses that they incur as a result of being injured or contracting any illness as a result of performing their occupational duties. ✓✓
- This fund also compensates workers financially for any disability that may arise as a result of accidents while performing their duties in the workplace. ✓✓

Max. 6

(b) Unemployment Insurance Fund (UIF) ✓✓

- It is compulsory for the employer and the employee to contribute to the UIF. ✓✓
- This fund provides benefits to workers who have been working and are now unemployed. ✓✓
- Benefits are also paid to the dependants of deceased contributors. ✓✓
- UIF also provides benefits to people who are not working as a result of illness or are on maternity leave. ✓✓

Max. 6

(c) The Road Accident Fund (RAF) ✓✓

- The Government levy that all motorists pay when they buy petrol or diesel ensures that there is sufficient funds to be paid against claims. ✓✓
- Compensation is paid when a person is disabled or injured in a road accident and to the dependants of the individual killed in a road accident. ✓✓

(6)

Max. 12

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6.5 Conclusion

- From the above discussion it is clear that insurance is more a need rather than a luxury in the business environment. ✓
- There is a growing trend for business to protect themselves adequately against all the risks mentioned above. ✓

(2)

Sub Total 41: Max 32

Breakdown of mark allocation:

Details	Maximum	Subtotal	Total
Introduction		3	
Reasons	8		
Distinction between compulsory and non-compulsory insurance	4	36	32
Types/examples of Insurance	24	2	
Conclusion			
Insight:			
Layout Structure			2
Analysis and Interpretation			2
Synthesis			2
Originality, Examples, recency of information, current trends and developments			2
TOTAL MARKS			40

*LASO – For each component:

Allocate 2 marks if all requirements are met.
Allocate 1 mark if only some requirements are met.
Allocate 0 marks where requirements are not met at all.

NOTE: Allocate 4 marks for distinction if appears separately under types.

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QUESTION 7

Team dynamics in problem solving makes it easier to initiate and promote change and unity within the organisation. Teamwork helps the organisation to achieve its primary goals and objectives.

Briefly explain why it is necessary for people to work together and fully discuss the factors that can contribute towards the achievement of business objectives when using teamwork in the workplace. (40)
(LO3AS8)

7.1 Introduction:

- Most enterprises have realised the importance of team building exercises in order for the business to have a competitive edge in the marketplace. ✓✓
- Teamwork is essential if the organisation wants to achieve its goals and objectives. ✓
- For teamwork to be effective, workers must be able to work together as a team. ✓

ANY (3 x 1) (3)

7.2 Reasons/Importance for teamwork

- People work more productively as a team. ✓✓
- Staff is motivated. ✓✓
- Loyalty to the organisation by the workers is increased. ✓✓
- Staff learn to respect and trust each other. ✓✓
- Team members are involved in the decision making within the organisation. ✓✓
- Teamwork leads to improved unity within the organisation. ✓✓

Max. 10

7.3 Principles/Factors that can be applied to promote teamwork

7.3.1 Successful teams share a goal. ✓✓

- Goals must be clearly set out and each member must be fully conversant with the goals. ✓✓
Example: Increase sales by 10% by October ✓
- Team members must be part of the process of setting goals for the group. ✓✓
Example: Sharing of common vision and mission. ✓
- This will increase the effectiveness and team morale. ✓✓
Example: Cohesion in the team. ✓
- Any other relevant example. ✓

Max. 5

7.3.2 Teams should share Team Values. ✓✓

- Group decisions must be implemented by all team members. ✓✓
Example: Honesty and positive company image ✓
- A team must have standard procedures which determine how things are done. ✓✓
Example: Proper guidelines. ✓
- Conflict resolution procedures must be adhered to within the team. ✓✓
Example: Clear direction when a problem can not be solved. ✓

Max 5

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7.4 Conclusion:

- The above discussion highlights the importance of teamwork in an organisation. ✓
- The organisation must continually strive to improve on its team building exercises in order to remain competitive in the marketplace. ✓
- A happy worker within a team has significant advantages for the organisation. ✓

ANY (2 x 1) (2)

Subtotal 40: Max 32

Breakdown of mark allocation:

Details	Maximum	Subtotal	Total
Introduction		3	
Reasons/Importance of teamwork	10		
Principles/Factors applied to promote teamwork	25	35	32
Conclusion		2	
Insight:			
Layout Structure			2
Analysis and Interpretation			2
Synthesis			2
Originality, Examples, recency of information, current trends and examples			2
TOTAL MARKS			40

*LASO – For each component:

- Allocate 2 marks if all requirements are met.
- Allocate 1 mark if only some requirements are met.
- Allocate 0 marks where requirements are not met at all.

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7.3.3 Teams must consider individual members needs. ✓✓

- Teams must value the contributions of individual members and reach consensus on differences. ✓✓
Example: Secretary in a wheel chair – need assistance. ✓
- Teams must make individual members feel that they are part of the group. ✓✓
Example: solidarity. ✓

Max 5

7.3.4 A climate of respect, trust and honesty should prevail. ✓✓

- Members should talk freely and respect each other. ✓✓
Example: Do not entertain gossip from other people. ✓
- An atmosphere of trust should prevail where individuals can share their thoughts and opinions freely. ✓✓
Example: Freedom of expression. ✓

Max 5

7.3.5 Team members should enjoy open communication. ✓✓

- Deal with items of conflict immediately so that team spirit is restored. ✓✓
Example: Resolve unforeseen problems timeously. ✓
- Good positive and open communication is important in team work. ✓✓
Example: Motivation. ✓
- Members should not only focus on negatives but contribute positively in meetings. ✓✓
Example: Weigh both positive and negative criticism. ✓
- Acknowledge and praise team members efforts and achievements. ✓✓
Example: Continuous praise. ✓
- Encourage members to add items to the agenda and speak freely. ✓✓
Example: Agenda must be finalised at the beginning of the session. ✓

Max 5

7.3.6 Teams must be accountable. ✓✓

- Team members must know the time frames within which goals should be achieved. ✓✓
Example: Budget should be transparent. ✓
- All team members must be held accountable for the specific functions within the team. ✓✓
Example: Commitment. ✓
- Feedback should be given to the entire team on performance. ✓✓
Example: Evaluation report. ✓

Max 5

Mark Allocation:
Principle/Factor 2 marks
Fact 2 marks
Example 1 mark

NB: Allocate 5 marks if principle/factor, fact and example appear in one sentence.

Sub. Max. 25

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QUESTION 8

Trade unions were primarily established to address the challenges faced by employees in the workplace.

Outline their role in promoting good labour practice and in uplifting the standards of living for workers in South Africa. (LO4AS5)

8.1 Introduction

- Since the establishment of a Democratic Government in 1994, the protection of the rights of workers in the workplace was a key issue that needed to be addressed. ✓
- The rights of workers and trade unions were protected in the Constitution of South Africa. ✓
- Today, most employees belong to a Trade Union. ✓
- A trade union is an organisation established by workers. ✓

ANY (3 x 1) (3)

8.2 Functions of trade unions

- Maintenance and the promotion of the interests of its members. ✓✓
- Improve the material benefits of members. ✓✓
- Negotiating with employers on behalf of its members. ✓✓
- Bargain for wage increases. ✓✓
- Instituting and improving pension schemes. ✓✓
- Influencing management decisions that are of benefit to workers. ✓✓
- Obtaining medical aid benefits to improve the health of workers. ✓✓
- Negotiating for better working conditions inclusive of rest periods, working with tools and safety in the workplace. ✓✓
- Ensure that the length of the working period (hours) is favourable to employees. ✓✓
- Negotiate for favourable rates of pay including overtime, leave and sick leave for workers. ✓✓
- Ensure that racism and sexism is not practised in the workplace. ✓✓
- To express the views and aspirations of the employees through workplace forums. ✓✓
- Ensure that democratic principles are applied in the workplace. ✓✓
- Monitor the enforcement of legislation and collective bargaining agreements. ✓✓
- To resist the retrenchment of employees and strive for full employment. ✓✓
- To resolve grievances and disputes in the workplace. ✓✓
- To promote, support and unite trade unions. ✓✓
- To organise and unite the employee workforce of the various industries into one strong body. ✓✓

ANY (10 x 2) (20)

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8.3 Analysis of Current Role of Trade Unions

- Trade unions have a strong influence on the Government's economic and social policies. ✓✓
- Trade unions have a decisive influence on the political issues relating to the country. ✓✓
- Trade unions always bring key issues to the notice of government such as unemployment, job creation, poverty, HIV/Aids, etc. ✓✓
- Trade unions and government have also debated the issue of privatisation and trade barriers. ✓✓
- Trade unions operate within the framework of the Labour Relations Act which prescribes procedures regarding registration of trade unions, collective bargaining agreements, establishment of the Commission for Conciliation, Mediation and Arbitration, Resolution of Labour Disputes and Workplace Forums. ✓✓
- Trade unions lobby Govt. on petrol prices and food prices. ✓✓
- Any other relevant answer relating to its role in the country. ✓✓

ANY (5 x 2) = 10

8.3 Conclusion

- From the above discussion, it is clear that employees benefit tremendously by belonging to trade unions. ✓
- Trade unions are primarily established to protect the interests of workers and to improve their remuneration and working conditions. ✓

ANY (2 x 1) (2)

Subtotal 35: Max 32

Breakdown of mark allocation:

Details	Maximum	Reduced to	Subtotal	Total
Introduction			3	
Functions of trade unions	20	20		
Analysis of current role of trade unions	10	10	30	
Conclusion			2	32
Insight:				
Layout Structure				2
Analysis and Interpretation				2
Synthesis				2
Originality, (Current examples, relevant developments)				2
TOTAL MARKS				40

*LASO – For each component:

- Allocate 2 marks if all requirements are met.
- Allocate 1 mark if only some requirements are met.
- Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: 80

GRAND TOTAL: 300



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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 all learning outcomes:

SECTION A: COMPULSORY
SECTION B: Consists of THREE COMPULSORY questions.
SECTION C: Consists of FOUR questions.
Answer any TWO of the four questions in this section.

2. Read the instructions for each question carefully and take particular note of what is required.
3. Number the answers correctly according to the numbering system used in this question paper.
4. Except where other instructions are given, answers must be written in full sentences.
5. Use the mark allocation and the nature of each question to determine the length of an answer.
6. Use the table below as a guide for marks and time allocation when answering each question.

QUESTION	SECTION	MARKS	TIME
1	A: Multiple-choice questions, True and False, Matching items COMPULSORY	40	30 minutes
2	B: THREE questions COMPULSORY	60	30 minutes
3		60	30 minutes
4		60	30 minutes
5	C: Essay questions Answer any TWO of the four questions.	40	30 minutes
6		40	30 minutes
7		40	30 minutes
8		40	30 minutes
TOTAL		300	180 minutes

7. Start the answer to EACH question on a NEW page, for example QUESTION 1 – new page, QUESTION 2 – new page, et cetera.

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- 1.1.6 This form of ownership stipulates a maximum of ten members:

A Close corporation
B Partnership
C Public company
D Private company

- 1.1.7 The best way to resolve conflicts is to ...

A promote the affected worker.
B address conflicting issues and solve them.
C ignore the affected worker.
D transfer the affected worker.

- 1.1.8 An induction programme deals with ...

A relocating an employee to a new department in a business.
B preparing employees for retirement.
C preparing staff functions.
D introducing new employees and preparing them for their new responsibilities.

- 1.1.9 The process of generating something new that is valuable and useful:

A Stress management
B Creative thinking
C Conflict management
D Labour relations

- 1.1.10 Who is responsible for the selection of a suitable sales manager of a large company?

A Chief Executive Officer
B Shareholder
C Managing Director
D Human Resources Manager

(10 x 2) (20)

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SECTION A (COMPULSORY)

QUESTION 1

- 1.1 Four possible options are provided as answers to the following questions. Choose the answer and write only the letter (A – D) next to the question number (1.1.1 – 1.1.10) in the ANSWER BOOK, for example 1.1.11 B.

- 1.1.1 Which ONE of the following is a function of a workplace forum?

A Ensuring that employers engage in social responsibility programmes
B Planning staff functions
C Joint participation by employers and employees in labour issues
D Negotiating loans on behalf of the enterprise

- 1.1.2 Jane borrows R20 000 from ABSA bank for one year at a rate of 18% p.a. The total amount payable would therefore be ...

A R36 000.
B R3 600.
C R20 018.
D R23 600.

- 1.1.3 A candidate for a vacant post becomes an employee of the company as soon as the ...

A employee receives his/her first salary.
B employment contract is signed.
C interview is concluded.
D recruitment agency calls him/her.

- 1.1.4 Frozen Foods (Pty) Ltd decides to add 'Chinese Stir-fry' to their existing product range. The best way to develop the new product will be through ...

A the employment of more sales personnel.
B the sales of the competitors' products.
C increasing the product market.
D an analysis of the stages of the product development.

- 1.1.5 The business organisation has complete control over the ... environment.

A market
B macro
C micro
D global

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- 1.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A – I) next to the question number (1.2.1 – 1.2.5) in the ANSWER BOOK, for example 1.2.6 G.

COLUMN A	COLUMN B
1.2.1 Ensures that an amount is paid out to relatives when the insured person dies	A insubordination
1.2.2 Obtain specialists from outside the business enterprise to perform a particular task	B quality control
1.2.3 Resistance to or defiance of authority	C Skills Development Act
1.2.4 Measures to identify, eliminate and prevent deviations from set standards with regard to the production of a product or service	D Employment Equity Act
1.2.5 Compels employers to provide employees with opportunities to acquire new skills	E outsourcing
	F unit trusts
	G life assurance policy
	H shares
	I quality circle

(5 x 2) (10)

- 1.3 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.3.1 – 1.3.5) in the ANSWER BOOK.

- 1.3.1 Productive teams enjoy open communication.

- 1.3.2 A strategy is a systematic plan of action to achieve the objectives of a business.

- 1.3.3 The Labour Relations Act improves the employment opportunities of disadvantaged skilled workers.

- 1.3.4 The Delphi technique can be used by managers of businesses to solve problems.

- 1.3.5 All government employees are compelled by the Employment Equity Act, 1998 (Act 55 of 1998) to undergo an HIV/Aids test.

(5 x 2) (10)

TOTAL SECTION A: 40

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SECTION B (COMPULSORY)

QUESTION 2

- 2.1 The following questions are based on SETA (Sector Education and Training Authority).
- 2.1.1 Explain the contribution of SETAs towards ensuring that quality skills development takes place. Illustrate by using any TWO examples. (8)
- 2.1.2 Describe how SETAs are funded. (2)
- 2.2 The following questions are based on BBBEE.
- 2.2.1 What do the letters 'BBBEE' stand for? (2)
- 2.2.2 Justify the introduction of the BBBEE Act by explaining any TWO examples. (6)
- 2.2.3 Suggest TWO ways in which the BBBEE Act can be applied to a company that has a large forestry plantation. (4)
- 2.3 For each statement given below, identify the business sector to which it relates and give a reason for your answer.
- 2.3.1 A company that has a large forestry plantation (4)
- 2.3.2 A refinery where coal is processed into petrol (4)
- 2.4 Answer the following questions based on the Employment Equity Act, 1998 (Act 55 of 1998).
- 2.4.1 State the main purpose of the Employment Equity Act. (2)
- 2.4.2 Evaluate the impact of this Act on business operations. (4)
- 2.4.3 Propose TWO ways in which government can contribute to the successful implementation of this Act. (4)

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QUESTION 3

- 3.1 With reference to ethics and professional behaviour, explain the following in the workplace or in industry. Use an example to illustrate each issue.
- 3.1.1 Unethical advertising (4)
- 3.1.2 Sexual harassment (4)
- 3.2 Read the extract below and answer the question that follows.
- Are You Entrepreneurial Material?**

Entrepreneurs are ...

 1. optimistic and goal-setting people who have a strong focus on results.
 2. able to rely on themselves and have a great deal of confidence, determination and dedication to do the best at all times.
 3. able to interact effectively with people.
 4. positive, pleasant and eager to meet people and satisfy them.
 5. inquisitive, intuitive and enjoy new challenges.
 6. ambitious and have the ability to judge and act on incomplete information.

[Adapted from: Succeed, December 2006]
- Analyse any THREE qualities of a successful entrepreneur. Use the examples from the extract to support your answer. (12)
- 3.3 Bongani's General Dealer business is not insured. You are an insurance broker. Bongani approaches you to advise him on insurance. You complete a proposal form for Bongani's business. The monthly premium is calculated at R2 800 on a total value of goods amounting to R2 800 000.
- 3.3.1 Identify the type of insurance that Bongani needs and give ONE reason why this insurance is beneficial to him. (4)
- 3.3.2 Bongani states that the premium of R2 800 per month is not within his budget. What advice would you offer? Provide TWO suggestions. (4)

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- 2.5 Read the following case study and answer the questions that follow.

Grinaker-LTA's contribution to the community

Grinaker-LTA strives to ensure that its work benefits as many people as possible whilst providing stability and security for future generations. The Group has committed itself to spending 1% of annual earnings on Corporate Social Investment (CSI).

Significant funds have been committed to the National Business Initiative (NBI), an organisation created to enhance a business's contribution to South Africa's success. The NBI's three main pillars to improve the status of ordinary South Africans are education, economic growth and effective governance.

The group has recently allocated funding for educational material for the Maths Centre for Professional Teachers and the SAICE Schools Bridge-building competition, which aims to increase awareness and interest in the civil engineering profession amongst secondary school learners.

This is in addition to the assistance given to upgrading existing schools and building new schools in both urban and rural areas.

[Adapted from: www.grinaker-lta.com]

- 2.5.1 Identify TWO social responsibility programmes implemented by Grinaker-LTA for the community. (4)
- 2.5.2 Justify Grinaker LTA's decision to spend 1% of their annual earnings on CSI, with regard to both the company and the community. (8)
- 2.6 Umzinto Sugar Ltd has a vacancy for a financial accountant. You are the human resources manager of this company. Outline FOUR steps in the recruitment process that you, as human resources manager, will follow to fill this vacancy. (8)

[60]

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- 3.4 Study the following scenario and answer the questions that follow.

Investment Opportunities and Returns

Three family members, Bob, Sam and Rina, received R400 000, R200 000 and R300 000 respectively from their deceased grandfather's estate in January 2005.

Bob immediately invested his R400 000 in fixed property in Ballito, a coastal resort in KwaZulu-Natal. In September 2007, the local government gave the go-ahead for the construction of the new King Shaka International Airport and this boosted the demand for residential property in the surrounding area. In December 2007, Bob received an offer of R500 000 from an estate agent and sold his property.

Sam, on the other hand, invested his R200 000 in Gold Reef Shares. He purchased 20 000 shares at R10 each in January 2005. In December 2007 Sam sold all his shares at R20 each.

Rina invested her R300 000 for two years in a fixed deposit account at a commercial bank at an interest rate of 15% p.a.

- 3.4.1 Analyse each family member's investment in terms of the risk factor for the two-year period. (6)
- 3.4.2 Determine which investment earned the highest return. Show calculations to substantiate your answer. (10)
- 3.4.3 Name the institution that buys and sells shares in South Africa. (2)
- 3.4.4 Name TWO functions of the institution mentioned in QUESTION 3.4.3. (4)
- 3.4.5 Recommend TWO ways of investing in this institution. (4)

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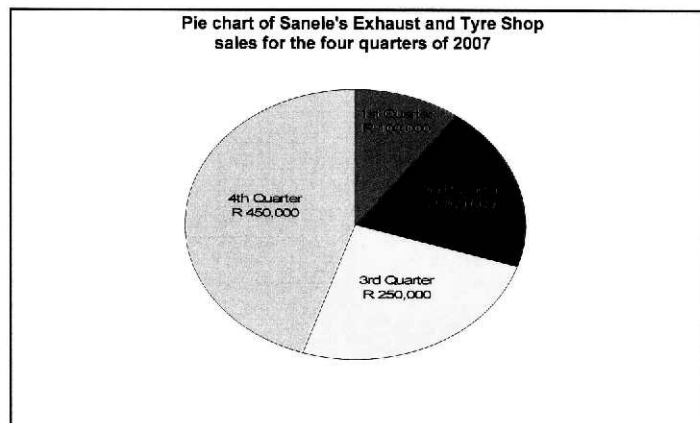
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- 3.5 Fanie Botha is an advertising consultant. He is the owner of Advertising Solutions, in Sandton. He wants to promote his advertising business and has invited marketing managers to a presentation.

He makes a presentation based on the sales figures of Sanele's Exhaust and Tyre Shop, which has been a client of his advertising agency for the past two years.



- 3.5.1 Give ONE reason why Fanie used the sales figures of Sanele's Exhaust and Tyre Shop. (2)
- 3.5.2 What, in your opinion, has influenced the sales figures? Motivate your answer. (4) [60]

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- 4.2 Study the following advertisement and answer the questions that follow.

**DEPARTMENT OF WORKS
KWAZULU-NATAL**

Female persons and people with disabilities are encouraged to apply to meet the departmental targets on employment equity

HUMAN RESOURCES PRACTITIONER: PROVISIONING

SALARY: R132 054 per annum
CENTRE: HEAD OFFICE (PIETERMARITZBURG)

REQUIREMENTS:

- A recognised National Diploma in Human Resources Management or equivalent qualification with majors in Human Resources, Personnel Management or Industrial Psychology plus sound knowledge of Human Resources Management OR Senior Certificate with two years' experience in human resources environment.
- A valid code EB driver's licence and computer literacy.

SKILLS:

- Knowledge of Persal system, communication, research and writing skills.
- Knowledge of prescripts governing Human Resources in the public service, ability to interpret prescripts and relevant legislation.
- Analytical thinking and conflict resolution skills.
- Good administration skills.

KEY PERFORMANCE AREAS:

- Coordinate recruitment process.
- Prepare submissions to top management for filling vacant posts.
- Give advice and assistance to Regional Offices on matters pertaining to provisioning and related policies.
- Develop and ensure adherence as well as proper implementation of all Human Resources provisioning policies.
- Conduct job evaluation within the Department.
- Give input to Human Resources Planning.

ENQUIRIES: Ms CG Sikhakhane Tel. 033 897 6383

THE PROVINCIAL ADMINISTRATION: KWAZULU-NATAL IS AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER.

Applications must be submitted on the prescribed Z83 form, obtainable from any Public Service department, and must be accompanied by a comprehensive curriculum vitae. Certified copies of qualifications, ID and driver's licence to be attached.

Applications that do not comply with the above instruction will be disqualified. Faxed copies will not be considered.

Direct your application and the name of the publication in which you saw the advertisement to: Head: Works, Private Bag X9142, Pietermaritzburg, 3200, clearly marked for the attention of Mr IM Meyiwa.

Candidates are advised not to send their applications through registered mail as the Department will not take responsibility for non-collection of these applications.

Please note that due to the large number of applications we envisage receiving, applications will not be acknowledged. Should you not be advised by this office within three (3) months of the closing date of this advertisement, kindly consider your application unsuccessful.

It is the applicant's responsibility to have foreign qualifications assessed for equivalence by the South African Qualifications Authority (SAQA).

CLOSING DATE: 7 SEPTEMBER 2007

[Adapted from: Career Alliance, 28 Aug. – 3 Sept. 2007]

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QUESTION 4

- 4.1 Read the case study below and answer the questions that follow.

Rainbow Car Sales

Rainbow Car Sales is a well-established car dealership situated in Bisho in the Eastern Cape. This dealership specialises in the sales of new as well as used vehicles. During the past year, Rainbow Car Sales appointed two new workers in the sales department. Both employees were African females. The sales department also has three male employees consisting of two whites and one coloured.

Many of these employees purchased their new vehicles from Rainbow Car Sales. After a few months, the African female employees achieved the best sales figures compared to the previous years.

Based on this performance, one of the African females, Ms Beauty Khuzwayo, was promoted to the position of sales manageress. This caused serious problems within the sales team, where employees grouped themselves on racial lines during the breaks. There was open conflict regarding performance of duties between the sales manageress and staff under her supervision. They did not show cooperation and lacked motivation.

Ms Beauty Khuzwayo printed business cards and visited all the local companies to promote Rainbow Car Sales while the other sales personnel waited for 'walk-in' business. They did not leave the business premises to market Rainbow Car Sales.

Unhappy employees handed a written complaint to management about the promotion and about the negligence of the well-being of employees. They accused management of overlooking senior sales personnel in the promotion process. They requested a written response from management.

- 4.1.1 Describe THREE causes of conflict within Rainbow Car Sales. Use the information from the case study to support your answer. (6)
- 4.1.2 Assume you are the manager of Rainbow Car Sales. List any FIVE steps that you would follow to resolve the conflict. (10)
- 4.1.3 Rainbow Car Sales employees do not belong to a trade union. Advise the employees on whether they should join a trade union. State FOUR reasons to support your decision. (10)
- 4.1.4 Recently, one of the employees of Rainbow Car Sales was dismissed from work. It was alleged that management had accused him of being under the influence of alcohol whilst on duty. The employee was not consulted and had to leave with immediate effect. Give SIX reasons why you consider this dismissal to be unfair. (12)
- 4.1.5 One of the complaints to Rainbow Car Sales was that management did not consider the well-being of its employees in the workplace. Explain any TWO ways in which you would improve this situation. (6)

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- 4.2.1 State the job title. (2)
- 4.2.2 Assume you are applying for this position. Name any TWO significant aspects that are of relevance to you. Give reasons for your answer. (6)
- 4.2.3 Calculate the monthly gross salary for the advertised position. (4)
- 4.2.4 How does this advertisement comply with the government's initiative of inclusivity? Give TWO reasons for your answer. (4) [60]

TOTAL SECTION B: 180

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SECTION C

Answer any TWO of the four questions in this section.

QUESTION 5

Read the following case study and answer the question that follows on the next page.

Gugulethu Furniture Manufacturers

Gugulethu Furniture Manufacturers is situated near Cape Town. The entrepreneur receives his income by selling manufactured household furniture such as tables, chairs and kitchen units which are sold to consumers in the Western Cape. Recently, management has noticed that sales have declined. The entrepreneur holds a meeting between management and workers on 22 September 2008.

The workers make the following input:

1. Employees are unhappy with management because there is no trade union to take up labour grievances with management.
2. Employees state that cheap imports of household furniture are affecting the company and will, in the future, affect their employment.
3. Workers receive no medical attention or support for those infected with HIV/Aids.
4. Workers complain about the noise levels of the machinery which affect their hearing.

Management states the following:

1. Veld fires during the dry winter season had a serious impact on the supply of raw materials which hampered production.
2. The new Credit Act had a negative effect on credit applications and many of the clients did not meet the minimum requirements.
3. Gugulethu Furniture Manufacturers secured a loan of R500 000 from African Bank at 16% interest p.a. The monthly repayment has increased as a result of a higher interest rate.
4. Sales personnel are not presenting manufactured items for sale persuasively enough.
5. Recently, a competent employee resigned from the factory and opened his own furniture manufacturing business in Gugulethu, which is situated (located) five kilometres away.

Identify the challenges raised and classify them according to the THREE business environments. Suggest practical ways or strategies that this manufacturer can use to control or overcome these challenges. Make recommendations to Gugulethu Furniture Manufacturers on whether it should continue to operate in this sector.

[40]

QUESTION 6

Various criteria influence the success or failure of a business enterprise. Potential business people must give due consideration to these criteria when choosing the form of ownership.

Discuss the impact of capital, management, division of profits and legislation as factors that can contribute to the success or the failure of a sole trader and a close corporation.

Based on the above factors, make a recommendation regarding type of ownership to an entrepreneur starting a small business selling shoes. Justify your recommendation.

[40]

QUESTION 7

In South Africa, many business people are highly successful in their business ventures. This can be attributed to the different management and leadership styles adopted by them in their particular business organisation.

Briefly distinguish between management and leadership and then discuss THREE different management and leadership styles that bring outstanding success to the business. Use examples to explain the application of these styles in the workplace.

[40]

QUESTION 8

Jabula Supermarket has certain business and management functions which are performed by the managers of the various departments within the organisation. At the annual general meeting, Mr N Nkosi, as general manager, reported that the quality of performance within these business functions can contribute significantly to the success

Identify and discuss any FIVE business functions. Analyse how the quality of performance of these functions can contribute towards making the business more profitable. Include in your answer whether you agree with Mr Nkosi's statement.

[40]

TOTAL SECTION C: 80

GRAND TOTAL: 300



education

DEPARTMENT: EDUCATION
MPUMALANGA PROVINCE



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NOTES TO MARKERS:

- For marking and moderation purposes, the following colours are recommended:

Marker:	Red
Senior marker:	Green
Deputy Chief and Chief marker:	Black
Internal moderator:	Orange
- The numbering of Assessment Standards is in accordance with the principle of progression from Grades 10 to 12 eg. The first Assessment Standard is 12.1.2.
- Candidate's responses must be in full sentences for Sections B and C. This should depend on the nature of the question.
- A comprehensive memorandum 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 memorandum
 - comes from another source
 - is correct and original
 - relates to another applicable LO or AS.
- Please take careful note of other relevant answers provided by candidates and allocate marks accordingly.
- Section B**
- If, for example, FIVE facts are required, mark the candidates FIRST FIVE responses and ignore the rest of the responses.
- If two facts are written in one sentence, award the candidate FULL credit.
- If candidates are required to provide their own examples/views, brainstorm this at the marking centre to finalise alternative answers.
- All questions that require candidates to "explain/discuss/describe" will be marked as follows:
 - Heading: 2 marks
 - Explanation: 1 mark or as indicated in the memorandum.
- In questions that require candidates to "name/list/mention", the answers of the candidates can be in phrases and not necessarily in full sentences.
- Section C:**
- The breakdown of the mark allocation for essays is as follows:

Introduction	3	
Content	27	Maximum
Conclusion	2	
Insight	8	
Total marks	40	

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SECTION A

QUESTION 1 (Accept the matching word/phrase if the letter of the alphabet is not given)

- 1.1.1 C
1.1.2 D
1.1.3 B
1.1.4 D
1.1.5 C
1.1.6 A
1.1.7 B
1.1.8 D
1.1.9 B
1.1.10 D

(10 x 2) (20)

- 1.2.1 G (Life Assurance Policy)
1.2.2 E (Outsourcing)
1.2.3 A (Insubordination)
1.2.4 B (Quality Control)
1.2.5 C (Skills Development Act)

(5 x 2) (10)

(Accept T/F)

- 1.3.1 True
1.3.2 True
1.3.3 False
1.3.4 True
1.3.5 False

(5 x 2) (10)

Total Marks: 40

BREAKDOWN OF MARKS

QUESTION	MARKS
1.1	20
1.2	10
1.3	10
TOTAL	40

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- Insight consists of the following components:

Layout/Structure (Is there an introduction, body using proper paragraphs and conclusion? Is there a logical flow/link in the discussion? Has the learner been able to illustrate the concepts with examples?)	2
Analysis and interpretation (learners' ability to break down the question to show understanding of what is being asked)	2
Synthesis (What parts to the question would you have included in the answer? and are there relevant points included)	2
Originality, examples, recency of information, current trends and developments.	2
TOTAL FOR INSIGHT:	8
TOTAL MARKS FOR FACTS:	32
TOTAL MARKS FOR ESSAY (8 + 32)	40

- Indicate insight in the left-hand margin with a symbol e.g. ('LASO')
- The components of insight are indicated at the end of the suggested answer for each question. Note: The components may vary for each question.
- Mark all relevant facts until the MAXIMUM mark in a subsection has been attained. Write MAX after maximum marks have been obtained.
- At the end of each essay indicate the allocation of marks for facts and marks for insight as follows: (L (Layout/structure) and/or A (analysis)/S (synthesis)/O (originality) as in the table below).

CONTENT	MARKS
Facts	32
L	2
A	2
S	2
O	2
Total marks	40

The mark allocation for insight may vary for each essay.

- When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of the same sub-headings. Remember, headings and sub-headings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See BREAKDOWN at the end of each question.)
- If the candidate identifies/interprets the question incorrectly, then he/she can still obtain marks for insight.
- If a different approach is used by candidates ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the memorandum.
- Take particular note of the repetition of facts. Indicate with an 'R'.
- Subtotals to questions must be written in the right margin. Only the total for each question should appear in the left margin next to the appropriate question.
- Allocate TWO marks for complete sentences. Allocate ONE mark for phrases, incomplete sentences and vague answers.

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SECTION B

QUESTION 2

- 2.1.1 Explain the contribution of SETAs towards ensuring that quality skills development takes place. Illustrate by using any TWO examples. (LO 1 AS 4) (LO 4 AS 3)**

- Manage the learnerships and training in each SETA sector. ✓✓
- Ensure that skills requirements of different sectors are identified. ✓✓
- Ensure that training is of the appropriate quality. ✓✓
- Responsible for Skills Programmes to improve skills of current workers. ✓✓
- Assist unemployed people to enter the job market by providing skills Programmes. ✓✓
- Provide accreditation to Facilitators and Training Providers.
- Any other relevant skills development programme. ✓✓

(any 2 x 2) (4)

EXAMPLES:

SETA

- Engineering which provides training and skills development in the engineering field e.g. Electronic engineering. ✓✓
- Office Administration which provides training and skills development to Secretaries and Office Assistants in office work. ✓✓
- MQA – Mining Qualifications Authority. ✓✓
- INSETA – Insurance Sector. ✓✓
- HWSETA – Health and Welfare Sector. ✓✓
- FOODBEV – Food and Beverages Manufacturing Sector. ✓✓
- FASSET – Financial and Accounting Service Sector. ✓✓
- ETDP – Education Training and Development Practices. ✓✓
- CTFL – Clothing, Textile, Footwear and Leather Sector. ✓✓
- CETA – Construction Sector. ✓✓
- PSETA – Public Sector. ✓✓
- SERVICES SETA – Services Sector. ✓✓
- THETA – Tourism and Hospitality and Sport Sectors. ✓✓
- W & R SETA – Wholesale and Retail Sector. ✓✓
- CHIETA – Chemical Industry Education Training Authority. ✓✓
- ISETT – Information System, Electronic and Telecommunication Technology. ✓✓
- Any other relevant SETA.

ACCEPT: Acronyms or Full details.

(any 2 x 2) (4)

Contributions	Max 4
Example	Max 4

- 2.1.2 Describe how SETAs are funded (LO 1 AS 4) (LO 4 AS 3)**

- Receive 80% of the funds collected from the Skills Development Levy that qualifying businesses must pay. ✓✓
- Employers pay a monthly levy equivalent to 1% of the total salary and wage expense of the business. ✓✓

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- Increase in income from services rendered by Setas. ✓✓
 - Grants, donations and bequests. ✓✓
 - Funding from the National Skills Development Fund. ✓✓
 - Income from surplus funds invested. ✓✓
- Actual percentage is not necessary.

(any 1 x 2) (2)

2.2.1 What do the letters 'BBBEE' stand for. (LO1 AS 4) (LO 4 AS 3)

Broad Based Black Economic Empowerment or Black Economic Empowerment. ✓✓

(2)

2.2.2 Justify the introduction of the BBBEE Act by explaining any TWO examples. (LO 1 AS 4) (LO 4 AS 3)

EXAMPLES :

- Ownership and management by Black people of existing or new businesses ✓✓ e.g. black South Africans having a majority shareholding in African Rainbow Minerals. ✓
- To promote equal employment opportunities to disadvantaged people ✓✓ e.g. Khumba Resources employs a large number of black women. ✓
- Examples /illustrations should indicate understanding of Act.
- The pillars of management must show understanding and relevance to the Act.
- Examples only – no marks awarded.
- Any relevant answer related to BBBEE implementation.

(any 2 x 3) (6)

Fact	Max 2
Example	Max 1

2.2.3 Suggest TWO ways in which the BBBEE Act can be applied to a company that has a large forestry plantation. (LO 1 AS 4)

- This forestry company may have its own transport business and it may outsource this function to its black employees e.g. owner-driver. ✓✓
- Selling part of its shares to its black employees so that they can share in the profits of the company. ✓✓
- Any other business that flows out of a forestry plantation and relates to BBBEE.
- Any other black persons who have a direct interest in the business.

(any 2 x 2) (4)

2.3 For each statement given below, identify the business sector to which it relates and give a reason for your answer. (LO 1 AS 5)

2.3.1 A company that has a large forestry plantation

Identification

Primary sector. ✓✓

Reason

- The extracting of natural resources. ✓✓

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- Transforming the workplace through SETAs / Learnerships.
- Employers are fined if they do not implement the provisions of the Employment Equity Act. ✓✓
- Employers must furnish regular reports to the Department of Labour on their Employment equity plans. ✓✓
- Sending out inspectors to monitor the implementation of the Act. ✓✓
- Those companies who comply with the Act be given certificates / recognition ✓✓
- Provide incentives to companies who comply with the Act. ✓✓
- Any other relevant answer relating to government's contribution towards

(any 2 x 2) (4)

2.5.1 Identify TWO social responsibility programmes implemented by Grinaker-LTA for the community. (LO1 AS 3)

- Upgrading existing schools. ✓✓
- Building new schools in urban and rural areas. ✓✓
- Allocation of funds for SAICE Schools Bridge-building Competition. ✓✓
- Allocation of funds for educational material for the Maths Centre for Professional Teachers. ✓✓
- The National Business Initiative enhances education, economic growth and effective governance. ✓✓

Any relevant social responsibility program relating to the case study.

(any 2 x 2) (4)

2.5.2 Justify Grinaker LTA's decision to spend 1% of their annual earnings on CSI, with regard to both the company and the community.

Benefits to the Company

- Improves the image of the company. ✓✓
- The company enjoys goodwill/customer patronage. ✓✓
- Highly skilled workers can be attracted e.g. engineers. ✓✓
- Serves as a marketing strategy to increase sales. ✓✓
- Increase productivity through greater commitment of employees. ✓✓
- Tax benefits for the company. ✓✓
- Sets a trend for other companies to follow. ✓✓
- Any relevant answer relating to benefits to company. ✓✓

(any 3 x 2) (6) Submax.

Benefits to the Community

- Job creation. ✓✓
- Poverty alleviation. ✓✓
- The standard of living of the community is uplifted. ✓✓
- Uplift the education and educational facilities of the community. ✓✓
- Any relevant answer relating to benefits to the community ✓✓

(any 3 x 2) (6) Submax.

Max: 8

NOTE: If a candidate gave a combined response (no separation), then there must be a submax of (3 x 2) = 6 marks for each relevant benefit to the Company/Community. The maximum is 8.

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- Collection, cultivation and extraction of raw materials. ✓✓

(4)

2.3.2 A refinery where coal is processed into petrol

Identification

Secondary sector ✓✓

Reason

- Processing the raw material into final products ✓✓
- or
- Manufacturing, conversion, changing, transforming, production ✓✓

(4)

Identification	2
Reason	2

2.4 Answer the following questions based on the Employment Equity Act 1998 (ACT 55 OF 1998): (LO 1 AS 4)

2.4.1 State the main purpose of the Employment Equity Act.

- To implement the affirmative action plan of the government. ✓✓
- Businesses must create equal job opportunities for all people in the country. ✓✓
- Eliminate unfair discrimination. ✓✓
- Achieve diversity in the workplace. ✓✓
- Address historical imbalances of the past. ✓✓
- Equal representation in the workplace. ✓✓

(any 1 x 2) (2)

2.4.2 Evaluate the impact of this Act on business operations. (LO 1 AS 4)

- Employers must create opportunities for previously disadvantaged /career mobility of people. ✓✓
- Employers are prohibited from discriminating against anyone on the basis of race, gender, age or disabilities. ✓✓
- Employers must transform their workplaces so that barriers to employment equity are eliminated. ✓✓
- Cost implications for implementing the Act. ✓✓
- Implementing the Act is time consuming. ✓✓
- Staff turnover is affected. ✓✓
- Could lead to loss of qualified workers. ✓✓
- Could lead to conflict in the workplace. ✓✓
- Any other relevant answer relating to the impact of the Employment Equity Act.

(any 2 x 2) (4)

2.4.3 Propose TWO ways in which government can contribute to it successful implementation of this Act (LO 1 AS 4).

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2.6 Umzinto Sugar Ltd. has a vacancy for a financial accountant. You are the human resources manager of this company. Outline FOUR steps in the recruitment process that you, as human resources manager, will follow to fill this vacancy. (LO 4 AS 3)

- The Human Resources Manager must prepare/evaluate job description ✓✓
- The Human Resource Manager must indicate the job specification. ✓✓
- A decision must be made as to whether recruitment should be internal.
- If internal is unsuccessful the look at external recruitment. ✓✓
- If external, the Human Resources Manager must select the relevant recruitment source e.g. from recruitment agencies, tertiary institutions, or placing an advertisement in the newspaper. ✓✓
- The advertisement must be prepared with the relevant information, e.g. The name of the company, contact details, name of the person to be contacted regarding the vacancy. ✓✓
- Place the advertisement in the appropriate media. ✓✓

Accept any order in presentation of steps

(Any 4 x 2) (8)

OR

Alternative Answer.

- Recruitment Planning – job analysis is carried out. ✓✓
- Recruitment Action – how, where and when recruitment should take place and who will be responsible. Several methods can be used. ✓✓
- Exploration of Human Resources – first step in the physical recruitment activity in the recruitment process. Internal and external sources can be used. ✓✓
- Screening – Applications are screened to find out if they qualify according to requirements of the post. ✓✓
- Provisionally Selected Applicants – List of qualifying applicants provides the human resources department with provisionally selected applicants and it completes the recruitment process. ✓✓

(any 4 x 2) (8)

OR

Alternative Answer.

- Recruitment ✓✓
- Selection ✓✓
- Placement ✓✓
- Induction ✓✓

(Allocate a maximum of 4 marks even if there are explanations)
(any 4 x 1) (4)
[60]

BREAKDOWN OF MARKS	
QUESTION 2	MARKS
2.1.1	8
2.1.2	2
2.2.1	2
2.2.2	6
2.2.3	4
2.3.1	4
2.3.2	4
2.4.1	2
2.4.2	4
2.4.3	4
2.5.1	4
2.5.2	8
2.6	8
TOTAL	60

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QUESTION 3

3.1 With reference to ethics and professional behaviour, explain the following in the workplace or in industry. Use an example to illustrate each issue. (LO 3 AS 3)

3.1.1 Unethical advertising

- Deceptive advertising ✓✓
- Example: Advertising second-hand goods as new / wrong prices. ✓✓
- Advertisements should be honest and should not abuse the consumers' trust or lack of knowledge ✓✓
- Example: offering a two-year guarantee but not accepting it when goods become faulty during the guarantee period. ✓✓
- Second hand goods only- no illustration. ✓✓
- Deceptive pricing, promotion, packaging. ✓✓
- Giving goods deceptive names. ✓✓
- Gives examples within illustration. (Allocate 4 marks)
- Any other relevant answer regarding unethical advertising

(any 2 x 2) (4)

Fact	2
Example	2

3.1.2 Sexual harassment

- Sexual harassment is a violation of basic human rights which usually happens when someone who is in power over another abuses his position. ✓✓
- Example : A superior guarantees the granting of a promotion or a raise in salary in return for sexual favours from the subordinate. ✓✓
- Sexual harassment is prohibited by labour legislation and enterprises must educate their employees on this issue. ✓✓
- Example: the guilty could be fined. ✓✓
- This is any sexual advance, gesture or remark that causes a person to feel intimidated and threatened in the workplace. ✓✓
- Example: touching in a sexually expressive manner. ✓✓
- Quid Pro Quo – favours for doing certain things. ✓✓

- Other examples of harassment:
- Explicit sexual jokes, pictures on the wall. ✓✓
 - Physical / Verbal Sexual advances. ✓✓
 - Any relevant answer relating to sexual harassment.

(any 2 x 2) (4)

Fact	2
Example	2

3.2 Analyse any THREE qualities of a successful entrepreneur. Use the examples from the extract to support your answer. (LO2 AS 4)

- Good organisational and management skills ✓✓ - Optimistic and goal-setting people do not lose sight of essential management functions. ✓✓

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3.4.1 Analyse each family member's investment in terms of the risk factor for the two-year period. (LO2 AS 7)

Bob
This is a low / absolute risk-investment. ✓✓
Sam
This is a high / relative or medium risk investment. ✓✓

Rina
There is little or no risk / low / absolute attached to fixed deposits at a bank. ✓✓

Alternative answer :
Learners who have ranked the risk correctly, allocate full marks.
(3 x 2) (6)

3.4.2 Determine which investment earns the highest return. Show calculations to substantiate your answer. (LO2 AS 7)

The following formula must be applied by the candidates :

$$\text{Percentage return} = \frac{\text{Profit}}{\text{Initial investment}} \times \frac{100}{1}$$

Bob's investment:

$$\text{Profit} = \text{R500 000} - \text{R400 000} = \text{R100 000.} \checkmark$$

$$\text{Percentage return} = \frac{100\,000}{400\,000} \times \frac{100}{1} \% \checkmark$$

$$= 25 \% \checkmark$$

Allocate maximum if answer is 25% OR R 100 000 (max. 3) (3)

Sam's investment :

$$\text{Profit} = \text{R400 000} (20\,000 \times \text{R } 20) - \text{R200 000} = \text{R200 000} \checkmark$$

$$\text{Percentage return} = \frac{200\,000}{200\,000} \times \frac{100}{1} \% \checkmark$$

$$= 100 \% \checkmark$$

Allocate maximum if answer is 100% OR R 200 000(max. 3) (3)

METHOD 1: Rina's investment

$$\text{Interest} = \frac{15}{100} \times 300\,000 = \text{R } 45\,000 \checkmark \text{ (Learners may show this calculation)}$$

$$\text{Percentage Return} = \frac{45\,000}{300\,000} \times 100 \checkmark \times 2 = 30 \% \checkmark$$

OR

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- Good communication skills. ✓✓ - Interact effectively with people, positive and pleasant. ✓✓
- Creativity and the ability to be innovative ✓✓ - Inquisitive, intuitive and enjoy new challenges, full of new ideas. ✓✓
- Interpersonal skills and the ability to work with people. ✓✓
- Eager to meet people and satisfy them. ✓✓
- Ability to take calculated risks to increase output and profits. ✓✓
- Ability to judge and act on incomplete information. ✓✓
- Positive and committed to the business. ✓✓
- Self confidence, determination and dedication to do their best at all times. ✓✓
- Gave examples without mentioning the quality allocate 2 marks.
- Learner gave only the numbers, allocate 2 marks.

(any 3 x 4 = 12)

Fact/explanation	2
Extract from case study	2

3.3 Bongani's General Dealers business is not insured. You are an insurance broker. Bongani approaches you to advise him on insurance. You complete a proposal form for Bongani's business. The monthly premium is calculated at R2 800 on a total value of goods amounting to R2 800 000.

3.3.1 Identify the type of insurance that Bongani needs and give ONE reason why this insurance is beneficial to him. (LO2 AS 7)

Non-compulsory insurance / Short term insurance / Fidelity insurance / Insurance of stock. ✓✓

Insurance protects Bongani against possible losses he may suffer as a result of fire, burglary, theft, storm damage, etc. Therefore, if he is insured he will be indemnified for losses by the insurance company. ✓✓
Any relevant answer on non compulsory insurance. (4)

Do not accept any answer regarding Long Term Insurance. Advantage must be relevant to scenario.

Type	2
Reason	2

3.3.2 Bongani states that the premium of R2 800 per month is not within his budget. What advice would you offer? Provide two suggestions. (LO2 AS 7)

- Under-insurance is an option to suit his budget. ✓✓
- Bongani should reduce his stock. ✓✓
- Obtain a quote from another broker. ✓✓
- Precautionary measures to reduce risk. ✓✓
- Reduce operational costs / unnecessary costs. ✓✓
- Ability to absorb risks. ✓✓
- Any other relevant answer relating to viable options. ✓✓

(2 x 2) (4)

3.4 Scenario – Investment opportunities and returns.

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Allocate full marks if the learner writes 30% OR R 90 000. (3)

METHOD 2: Rina's Investment

$$\text{Year One} = \frac{15}{100} \times 300\,000 \checkmark$$

$$= \text{R } 45\,000 \checkmark \text{ (Learners may show this calculation)}$$

$$\text{Year Two} = \frac{15}{100} \times 345\,000$$

$$= \text{R } 51\,750 \checkmark$$

$$\text{Percentage Return} = \frac{96\,750}{300\,000} \times 100 \% \checkmark$$

$$= 32 \% \checkmark$$

(Award full marks if the learner writes 32% or R 96 750 ✓✓✓)

(Award full marks if answer is correct, otherwise, part marks for the understanding of the concept/process/procedure up to a maximum of 1 mark for each member.)

OR (Alternative answer)

The profits could be used as an alternative to demonstrate the investment that earned the highest return.

Bob - R 100 000 (3 marks)
Sam - R 200 000 (3 marks)
Rina - R 90 000 or R 96 750 (3 marks)

Sam's investment in Gold Reef Shares earned the highest rate of return. ✓✓
(2)

Calculations	9
Sam's investment	2

(Max. 10)

3.4.3 Name the institution that buys and sells shares in South Africa. (LO 2 AS 7)

The Johannesburg Securities Exchange. ✓✓
or
JSE or JSE LTD or Johannesburg Stock Exchange
or

Banks ✓✓
Stockbrokers ✓✓
Private Company ✓✓
Public Company ✓✓
Insurance Company ✓✓
Broker ✓✓

(2)

NB. 1. Do not accept "STRATA" as an answer.

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2. Must be linked to buying and selling shares.

3.4.4 Name TWO functions of the institution mentioned in QUESTION 3.4.3. (LO2 AS 7)

- To keep investors informed by publishing share prices in the newspapers. ✓✓
 - Small investors are given an opportunity to invest in the economy and growth of the country. ✓✓
 - Mobilises the funds of insurance companies and other institutions. ✓✓
 - Financial redevelopment sector. ✓✓
 - Regulated market for dealing with shares. ✓✓
 - Venture capital market. ✓✓
 - Raising primary capital. ✓✓
 - Orderly market for securities. ✓✓
 - Encourage new investment. ✓✓
 - Channel funds into Commerce and Industry and keep investors informed. ✓✓
 - Link between investor and entrepreneur. ✓✓
 - Any other relevant function of the JSE. ✓✓
- Note : If learner gave Banks or another answer – Mark relevant answer according to the institution in Question 3.4.3 above.

(2 x 2) (4)

3.4.5 Recommend TWO ways of investing in this institution.

- Buying unit trusts ✓✓
- Through financial institutions ✓✓
- Other registered financial service providers, e.g. brokers. ✓✓
- Investing online. ✓✓
- Buying shares in public companies. ✓✓

NB. WILL DEPEND ON THE NAME OF THE INSTITUTION (Q 3.4.3).
PLEASE NOTE : Q 3.4.3 TO 3.4.5 ARE LINKED.

(2 x 2) (4)

3.5 Scenario – Fanie Botha: Pie chart

3.5.1 Give ONE reason why Fanie uses the sales figures of Sanele's Exhaust and Tyre Shop. (LO2 AS 6)

- Fanie uses Sanele's business because this business uses his agency. ✓✓
- Showed a progressive increase in sales from the first quarter to the last quarter. ✓✓

(any 1 x 2) (2)

3.5.2 What, in your opinion, has influenced the sales figures? Motivate your answer. (LO 2 AS 6)

- Since Fanie's advertising agency has given wider exposure, sales figures have increased, which indicates a positive impact on the business. ✓✓
- Indicates that businesses must advertise so that the consumer public is aware of its existence and supports the business. ✓✓

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QUESTION 4

4.1 Case Study - RAINBOW CAR SALES

4.1.1 Describe THREE causes of conflict within Rainbow Car Sales. Use the information from the case study to support your answer. (LO3 AS 6)

- Racism – grouping according to racial lines. ✓✓
- Conflict regarding the performance of duties between the sales manager and staff under her supervision. ✓✓
- Promotion of Ms Beauty Khuzwayo overlooking of senior sales personnel in the promotion process. ✓✓
- Gender discrimination. ✓✓
- Lack of team work/dynamics – no co-operation amongst members of the team. ✓✓
- Management style – open conflict regarding performance. ✓✓
- Negligence of the well-being of employees. ✓✓
- Any relevant answer relating to case study.

(any 3 x 2) (6)

Fact	1
From Case study	1

4.1.2 Assume you are the manager of Rainbow Car Sales. List any FIVE steps that you would follow to resolve the conflict. (LO3 AS 6)

- Acknowledge that there is conflict between the employees. ✓✓
- Identify the causes of the conflict. ✓✓
- Arrange for a meeting between the conflicting parties and management. ✓✓
- Analyze. ✓✓
- Brainstorm. ✓✓
- Choosing the best idea. ✓✓
- Implement the chosen idea. ✓✓
- Analyse the result thereafter. ✓✓
- Devise strategies to resolve the conflict. ✓✓
- Find a way forward by requesting parties to adhere to a memorandum of understanding. ✓✓

OR

Alternative answer:

- Ignore the conflict. ✓✓
- Pre-negotiation. ✓✓
- Negotiation. ✓✓
- Post-negotiation. ✓✓
- Follow-up of the process. ✓✓

OR

Alternative answer:

- Approach the conflict directly. ✓✓
- Bargaining. ✓✓
- Mediation. ✓✓
- Arbitration. ✓✓
- Right to appeal. ✓✓

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- Sanele operates an exhaust and tyre shop - Black Economic Empowerment. ✓✓

Alternative answer:

- Advertising opinion. ✓✓
- Motivation. ✓✓
- E.g. Opinion: Adverts ✓✓
- Motivation: Increased sales due to advertising. ✓✓

(2 x 2) (4)
Max: 4
[60]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1.1	4
3.1.2	4
3.2	12
3.3.1	4
3.3.2	4
3.4.1	6
3.4.2	10
3.4.3	2
3.4.4	4
3.4.5	4
3.5.1	2
3.5.2	4
TOTAL	60

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OR

Alternative answer:

- Meet with conflicting parties. ✓✓
- Make sure the parties understand that it is okay to disagree. ✓✓
- Allow each party to state their mind. ✓✓
- Consider the manager's perspective on how to resolve the conflict. ✓✓
- Set a timeframe for resolving the conflict. ✓✓
- Any other relevant step in resolving conflicts.

Accept any order.

Any (5 x 2) (10)

4.1.3 Rainbow Car Sales employees do not belong to a trade union. Advise the employees on whether they should join a trade union. State FOUR reasons to support your decision. (LO 4 AS 5)

Yes ✓✓ OR I advise them to join a trade union ✓✓ OR if implied positively write "YES" and give TWO marks. (2)

Reasons:

- Unions strive to improve the working conditions of members. ✓✓
- Unions are involved in joint decision making when interacting with the employer. ✓✓
- Protects its members from retrenchment and unfair dismissals. ✓✓
- Unions monitor the implementation of matters affecting legislation e.g. equity, affirmative action, employment of workers with disabilities. ✓✓
- Unions act on behalf of members in dispute resolution. ✓✓
- Any other acceptable answer regarding functions/advantages.
- Consider advantages of trade unions.

(any 4 x 2) (8)
(2 + 8) (10)

OR

NO ✓✓ OR I advise them not to join a trade union. ✓✓ OR if implied Negatively write "NO" and give two marks. (2)

Reasons:

- Perceived / alleged fraud, corruption or mismanagement of funds. ✓✓
- Nepotism. ✓✓
- Time wasted at meetings. ✓✓
- High subscriptions. ✓✓
- Any other function relating to disadvantages of unions.
- Consider the disadvantages of trade unions.

(any 4 x 2) (8)
(2 + 8) (10)

(Award zero marks for candidates indicating Yes or No without explanation/reason.)
If the reason / explanation indicates a Yes or No then the mark allocated should appear as Yes ✓✓ or No ✓✓ - must be indicated by the Marker.

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- 4.1.4 Recently one of the employees of Rainbow Car Sales was dismissed from work. It was alleged that management had accused him of being under the influence of alcohol whilst on duty. The employee was not consulted and had to leave with immediate effect. Give SIX reasons why you consider this dismissal to be unfair. (LO4 AS 5)**

Reasons to support your answer:

- Proper procedures were not followed - no first, second, final warning. ✓✓
- No representation by a union. ✓✓
- Employee was not consulted. ✓✓
- No evidence of a disciplinary hearing. ✓✓
- The misconduct is only an allegation. ✓✓
- Employees were not informed by management of the procedures to be followed in case of misconduct. ✓✓
- In this case the company should have ascertained whether this was the first, second or third offence. ✓✓
- This company does not have any recorded evidence of previous warnings in writing. ✓✓
- This company does not have a policy in place with regard to misconduct in the workplace. ✓✓
- Policy would dictate that if for e.g. a person is under the influence of alcohol while on duty then this person must be taken to a doctor to obtain blood samples. ✓✓
- The company should also provide for counselling/rehabilitation of workers. ✓✓
- The right to appeal / defend not exercised. ✓✓

(any 6 x 2) (12)

- 4.1.5 One of the complaints to Rainbow Car Sales is that management does not consider the well-being of its employees in the workplace. Explain any TWO ways that you would implement to improve this situation. (LO3AS 10)**

- Pay a fair wage/salary. ✓✓ above industrial average. ✓
- Provide fringe benefits. ✓✓ e.g. car allowance. ✓
- Provide a healthy and safe working environment. ✓✓ e.g. air conditioners. ✓
- Provide a clinic and medical clinic assistance in the case of emergencies. ✓✓ e.g. nurse and medication / first aid kit. ✓
- Provide support programmes to employees ✓✓ e.g. counselling, HIV/Aids education, etc. ✓
- Performance appraisal ✓✓ cash bonuses for performances. ✓
- Open consultation ✓✓ open communication channels. ✓
- Proper policies ✓✓ e.g. Grievance procedure. ✓
- Delegation of trust ✓✓ - delegation to subordination. ✓
- Any other acceptable answer on the well-being of employees.
- Recreation facilities ✓✓ – fitness / better health. ✓

(any 2 x 3) (6)

Fact	2
Example	1

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BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1.1	6
4.1.2	10
4.1.3	10
4.1.4	12
4.1.5	6
4.2.1	2
4.2.2	6
4.2.3	4
4.2.4	4
TOTAL	60

TOTAL SECTION B: 180

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- 4.2.1 State the job title. (LO3 AS7)**

- Human resources practitioner: Provisioning ✓✓ (2)

- 4.2.2 Assume you are applying for this position. Name any TWO significant aspects that are of relevance to you. Give reasons for your answer. (LO3 AS 7)**

- Related skills. Persal system, relevant legislation. ✓✓
- Special interest, meet requirements and experience in key performance areas. ✓
- Salary: R132 054 p.a. ✓✓
- Present salary is lower. ✓
- Duties of the position. ✓✓
- Duties suit your interest. ✓
- Closing date of the application. ✓✓
- Meet deadlines. ✓
- Contact person. ✓✓
- Enquiry. ✓
- Head Office: Pietermaritzburg. ✓✓
- Location
- Any requirements stated in the advert covered by the learners should be considered.
- Aspect only taken from advert only 2 marks to be allocated.

(any 2 x 3) (6)

Significant aspect	2
Reason	1

- 4.2.3 Calculate the monthly gross salary for the advertised position. (LO3 AS 7)**

Monthly gross salary = Salary per annum ÷ 12 ✓✓
 $R132\ 054 \div 12 = R11\ 004,50$ ✓✓ or if answer is correct ✓✓✓✓ (4)
 Learner rounds off the answer to R 11 005 allocate ✓✓✓✓ (4) marks.

(If answer is incorrect allocate a maximum of 1 mark for showing understanding of process/concept and procedure.)

- 4.2.4 How does this advertisement comply with the government's initiative of inclusivity? Give TWO reasons for your answer. (LO 2 AS 5)**

- Female persons are encouraged to apply for this position. ✓✓
- Persons with disabilities are also encouraged to apply. ✓✓
- Equal opportunity, affirmative action employer. ✓✓

(any 2 x 2) (4)

[60]

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SECTION C

QUESTION 5

Identify the challenges raised and classify them according to the THREE business environments. Suggest practical ways or strategies that this manufacturer can use to control or overcome these challenges. Make recommendations to Gugulethu Furniture Manufacturers on whether it should continue to operate in this sector. (LO 1 AS 2 + 5)

5.1 Introduction:

- Businesses face challenges from the different environments. ✓
- The different environments are as follows: Micro, market and macro. ✓
- The degree of control varies amongst the different environments. ✓
- A business can control its micro environment. ✓
- Therefore, they need to devise strategies to enable it to respond to these challenges. ✓
- Any relevant introduction relating to business environments.

(any 3 x 1) (3)

5.2 Challenges and control over the different environments.

NB: Identification of environments have 6 marks allocated in total.

5.2.1 Micro-environment ✓✓

1. Challenge:

- Decline in the turnover of furniture due to the negative effect on credit applications and many of the clients did not meet the minimum requirements. ✓✓

Control/strategies/practical ways

- revise the marketing strategy to do more cash sales ✓✓
- Any relevant strategy relating to sales decline.

2. Challenge:

- Sales personnel are not forceful in securing sales. ✓✓

Control/strategies/practical ways

- Send sales personnel on a training course in marketing skills ✓✓
- Use the facilities of SETAs e.g. merSETA, to train sales personnel ✓✓
- Any relevant strategy relating to sales personnel.

3. Challenge:

- No medical attention or support for those infected with HIV/Aids infection. ✓✓

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Control/strategies/practical ways

- Can provide support by distributing antiretroviral (ARV) medicine. ✓✓
- Transport workers to clinics for treatment. ✓✓
- Ensure that medical services are available/accessible. ✓✓
- Education on HIV/AIDS. ✓✓
- Support for HIV/AIDS employees. ✓✓
- Any relevant strategy relating to medical attention/support.

4. Challenge: (Can also be discussed as a challenge within the Macro-business Environment)

- Noise pollution because of the high volume of noise created by machines. ✓✓

Control / strategies/practical ways

- Supply workers with ear protectors. ✓✓
- Modify or replace machines to reduce the noise levels. ✓✓

Identification: (2)
Challenges: (any 3 x 2) (6)
Control/strategy: (any 3 x 2) (6)
(Max. 10)

5.2.2 Market environment ✓✓

1. Challenge:

- Losing market share to the competitor (opening of new furniture manufacturing business). ✓✓

Control/strategies/practical ways

- Improve the quality of the products by quality control. ✓✓
- Start an advertising campaign. ✓✓
- Advertise business in the local newspaper. ✓✓
- Specials on certain days. ✓✓
- Competitions to attract customers to buy more. ✓✓
- Market penetration, market development and product development. ✓✓
- Defensive strategy: Retrenchment, divestiture and liquidation. ✓✓
- Any other strategy relating to the market share.

2. Challenge:

- Retaining current consumers/customers. ✓✓

Control/strategies/practical ways

- Strategy relating to brand/product loyalty. ✓✓

3. Challenge:

- Veld fires during the dry winter season had a serious impact on the supply of raw materials which hampered production. ✓✓

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5. Challenge:

- National Credit Act (NCA) decline in sales. ✓✓

Control / strategies/practical ways

- NCA compliant to speed up vetting process. ✓✓

Identification (2)
Challenges: (any 3 x 2) (6)
Control/strategy: (any 3 x 2) (6)
(Max. 10)

Note: Where a challenge is discussed under a different business environment it must be marked within the context of the extent of the control of management over the challenge in the business. The challenge can be placed under different business environment however the business strategies must differ.

NOTE: Maximum for 3 environments is 30.

5.3 Recommendations:

- Remain in the secondary sector based on the implementation of the above strategies. ✓✓
- Integrate vertically by manufacturing, e.g. office furniture. ✓✓
- Change the distribution policy for e.g. direct marketing. ✓✓
- Any other recommendation to improve growth and sustainability of business.

(any 2 x 2) (4 Max)

5.4 Conclusion

- Challenges are always there and therefore need to be managed. ✓
- The business must implement the applicable strategy to overcome the challenges.

- Relevant facts relating to environment
- Recommendations could also be included in the conclusion (4 + 2)

(2 x 1) (2)

Subtotal 39: Max 32

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Control/strategies/practical ways.

- Negotiate with new suppliers to supply raw materials at a reasonable price. ✓✓

Identification (2)
Challenges: (any 3 x 2) (6)
Control/strategy: (any 3 x 2) (6)
(Max. 10)

5.2.3 Macro environment ✓✓

1. Challenge:

- Increase in interest rates. ✓✓

Control/strategies/practical ways

- Reduce borrowings e.g. paying of debts earlier. ✓✓
- Cut costs and thus eliminate the need to borrow. ✓✓
- Become more productive in order to increase output. ✓✓
- Increase turnover by reducing prices and thereby capturing a greater market share. ✓✓
- Increase capital contribution, selling shares, admitting a new partner. ✓✓

2. Challenge:

- Cheap imports of household furniture is affecting the company and will in future affect employment. ✓✓

Control/strategies/practical ways

- Lobby government to look into ways of controlling the importing of cheap furniture e.g. increase import duties. ✓✓
- Improve quality of product. ✓✓
- Volume production. ✓✓

3. Challenge: (Can also be discussed as a challenge within the Micro business Environment)

- Noise pollution because of the high volume of noise created by machines. ✓✓

Control / strategies/practical ways

- Purchase machinery with lower noise levels. ✓✓
- Adhere to legislation in terms of noise pollution. ✓✓

4. Challenge:

- No trade union to take up labour grievances with management. ✓✓

Control / strategies/practical ways

- Management can invite officials of trade unions to address employees on benefits of belonging to such an organisation ✓✓

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Breakdown of mark allocation:

Details	Maximum	Reduced to	Subtotal	Total
Introduction			3	
Micro environment	Identification 2 Challenges 6 Control strategies 6	Max 10	30	Max 32
Market environment	Identification 2 Challenges 6 Control strategies 6	Max 10		
Macro environment	Identification 2 Challenges 6 Control strategies 6	Max 10		
Recommendation			4	
Conclusion			2	
INSIGHT *(LASO)				
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 requirements are met.
- Allocate 0 marks where requirements are not met at all.

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QUESTION 6

Various criteria influence the success or failure of a business enterprise. Potential business persons must give due consideration to these criteria when choosing the form of ownership.

Discuss the impact of capital, management, division of profits and legislation as factors that can contribute to the success or the failure of a sole trader and a close corporation.

Based on the above factors, make a recommendation regarding type of ownership to an entrepreneur starting a small business selling shoes. Justify your recommendation decision. (LO2 AS 8)

6.1 Introduction

- The right choice of form of ownership is important when starting a business. ✓✓
- The form of ownership affects the success or the failure of a business enterprise. ✓✓
- The management of financing within the organisation plays a vital role in the success or failure of the business. ✓✓
- Any relevant introduction regarding forms of ownership and the success factors. ✓✓

(3 x 1) (3 Max)

6.2 Factors that can contribute to the success or failure of a sole trader and a close corporation.

NOTE WELL : The following factors can be presented in Table Form. Factors presented under each form of ownership allocate marks as per memorandum.

a. Capital

Sole trader

- Capital of the sole trader depends on contributions from his/her savings. ✓✓
- Sole trader can borrow from financial institutions. ✓✓
- If the sole trader's credit-worthiness is not sound, he/she may fail to raise enough capital from financial institutions, which may lead to business failure. ✓✓
- The owner can cede his/her shares with other companies / fixed deposit / investment that he/she has with other companies or insurance policies in order to raise capital. This can lead to the success of the business. ✓✓
- Can cede his investments / fixed deposits to raise capital. ✓✓

(any 2 x 2) (4)

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Close Corporation

- Profit sharing is based on member's interest. ✓✓
- Percentage of individual members is determined by mutual agreement. ✓✓
- Sharing of profits of members is done under certain conditions, e.g. when assets exceed liabilities or when the business is able to pay off debts under normal business operations. If these conditions are met, this will contribute positively to the success of the business. ✓✓

(any 2 x 2) (4)

d. Legislation

Sole trader

- Sole trader has no/limited legal requirements to comply with. ✓✓
- It must register with the Receiver of Revenue and Compensation Fund. ✓✓
- It must also inform the Receiver of Revenue and Compensation Fund when it closes the business. ✓✓
- It must comply with industrial and business legislation. ✓✓
- It must comply with the health and safety regulations of local authorities. ✓✓
- Not a legal person. ✓✓

(any 2 x 2) (4)

Close Corporation

- It is a legal person separate from its members. ✓✓
- It can act in its own name, own assets and liabilities. ✓✓
- It can register movable and immovable assets in its own name. ✓✓
- Legal requirements such as founding statement. ✓✓

(any 2 x 2) (4)

NOTE: Maximum for factors is 32.

6.3 Recommendation:

- Answer 1: Sole trader: ✓✓ Capital – small amount ✓✓
- OR
- Answer 2: Close Corporation: ✓✓ Capital – able to secure members to join the business to provide larger capital. ✓✓
- OR

Type of ownership chosen must include motivation on success factors. (2x2 =4)

6.4 Conclusion:

- From the above discussion it is clear that these factors may contribute to the success or failure of the business. ✓✓
- Management must have this in mind whenever they make a decision. ✓✓
- Any relevant conclusion to the question to be accepted. ✓✓

(2 x 1) (2)

SUBTOTAL 39: MAX 32

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Close Corporation

- Each member contributes to the capital of the corporation in the form of finance, assets or services. ✓✓
- Contributions by members may be increased or decreased, only with the approval of all members. ✓✓
- Combined assets of members provide better security for loans from financial institutions. ✓✓
- CC can increase the number of members as a way of obtaining or raising funds for the business. ✓✓
- Restrictions on the number of members can hamper growth and expansion. ✓✓

(any 2 x 2) (4)

b. Management

Sole trader

- The owner-manager is able to make quick decisions in order to take advantage of opportunities and ward off threats. ✓✓
- If the manager lacks managerial experience and skills, this will lead to business failure. ✓✓
- If the manager is innovative, experienced and creative, this will improve the success of the business. ✓✓

(any 2 x 2) (4)

Close Corporation

- All members of a CC participate actively in the management of the business. ✓✓
- All duties of each member are clearly defined and they are in accordance with his/her skills in management. ✓✓
- A member of the CC can bind the business in transactions with third parties, whether authorised or not. This may negatively influence the success of the business. ✓✓

(any 2 x 2) (4)

c. Division of profit

Sole trader

- The owner is entitled to the entire profit or loss made by the business. ✓✓
- Ts will motivate the owner to improve the quality of product sold or services rendered. ✓✓
- The owner will improve his/her management skills and this will contribute positively to the success of the business. ✓✓

(any 2 x 2) (4)

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Learners can combine the recommendation and conclusion however the mark allocation should be (6).

Breakdown of mark allocation:

Breakdown of mark allocation:				
Details	Maximum	Reduced to	Subtotal	Total
Introduction			3	Max 32
Capital	Sole Trader 4	Max 8	32	
	Close Corporation 4			
Management	Sole Trader 4	Max 8		
	Close Corporation 4			
Division of profits	Sole Trader 4	Max 8		
	Close Corporation 4			
Legislation	Sole Trader 4	Max 8		
	Close Corporation 4			
Recommendation				
Conclusion				2
INSIGHT *(LASO)				
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 requirements are met.

Allocate 0 marks where requirements are not met at all.

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QUESTION 7

In South Africa many business people are highly successful in their business ventures. This can be attributed to the different management and leadership styles adopted by them in their particular business organisation.

Briefly distinguish between management and leadership and then discuss THREE different management and leadership styles that bring outstanding success to the business. Use examples to explain the application of these styles in the workplace. (LO3AS 5)

7.1 Introduction:

- Today, many business persons are familiar with the different leadership and management styles that can be adopted in their business venture. ✓✓
- They will apply different styles and choose and adapt a style to suit their business. ✓✓
- The following are the most common management and leadership styles:
 - Autocratic style, Laissez-Faire and Democratic-style leadership. ✓
 - Any relevant introduction relating to management and leadership. ✓✓

(Max: 3)

7.2 Distinguish between management and leadership.

Management

Management is the process of getting things done by exercising the responsibility resulting from a particular position. ✓✓
Any other relevant information regarding management.

Leadership

Leadership is about inspiring people to become achievers. Leaders are generally born with special innate characteristics or personality traits. ✓✓ (Max: 4)
Any other relevant information regarding leadership
Answer may be in tabular form.

7.3 Description of Leadership / Management styles (ANY THREE)

7.3.1 Autocratic style / Authoritarian Leadership style/Boss centered: ✓✓ (2)

- The leader gives directives and instructions as a way of communicating with subordinates. ✓✓
- He makes all the decisions alone with little or no consideration of the needs of subordinates. ✓✓
- Subordinates are told what to do and how to do it without being given the opportunity to give inputs or make suggestions. ✓✓
- This kind of leadership style can be used when implementing the decisions of management. ✓✓

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- The leader seeks the opinion and ideas of the subordinates; however the leader remains accountable and has the authority to make the final decision. ✓✓
- This leadership style improves employee motivation and helps the leader to win the support of the subordinates who are made to feel part of the team. ✓✓
- Better decisions are made. ✓✓
- This style is time-consuming especially when discussing different ideas. ✓✓
- Some leaders are reluctant to use this style because they might view it as a sign of weakness to ask for advice from subordinates. ✓✓
- Any relevant information regarding the Participative Leadership Style/Democratic style/Consultative style/Consensus Style. ✓✓

COMMENT / APPLICATION

This approach to management is useful under the following circumstances :

- When the leader and the subordinates contribute towards decisions. ✓✓
- When the leader has the expertise and he needs to consult with the subordinates. ✓✓
- The leader wants to build motivation amongst employees and therefore involves them in the decision-making process. ✓✓
- Any other relevant answer relating to participative style. ✓✓

Type: 2
(any 5 facts x 2) (10)
Comment/Application 2
Max: 10

7.3.4 Charismatic Leadership Style: ✓✓ (2)

- The leader uses personal charm, inspiration and emotion rather than power and authority to influence or lead subordinates. ✓✓
- The leader serves as a role model and people follow him/her. ✓✓
- The leader has vision and is able to communicate well with others. ✓✓
- The leader praises subordinates, even for little success achieved. ✓✓
- Charismatic leaders are intolerant of challenges and they perceive themselves as irreplaceable. ✓✓
- This leader has good values and may lead the company to greater success. ✓✓
- This style is commonly used by politicians, religious leaders and business teams. ✓✓
- Any other relevant information relating to the charismatic leadership style. ✓✓

COMMENT/APPLICATION

- This type of management style is used when the management has identified low morale amongst its employees.
- Used as a method to motivate employees.
- Any other relevant answer on charismatic style.

Type: 2
(any 5 facts x 2) (10)
Comment/Application 2
Max: 10

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- Can be used when the manager has all the information needed to solve the problem. ✓✓
- Should be used with maximum caution because it can de-motivate subordinates (followers). ✓✓
- This management style may lead to crisis situations within the organisation. ✓✓
- Any relevant information regarding the autocratic style.

COMMENT/APPLICATION

- This style of management can be used by management when implementing policies of the business enterprise and a government legislation. ✓✓
- Used when dealing with employees who are not cooperative in the workplace. ✓✓
- Used under crisis situations. ✓✓
- Any other relevant answer relating to the autocratic style.

Type: 2
(any 5 facts x 2) (10)
Comment/Application (2)
Max: 10

7.3.2 Laissez-faire / Free rein Leadership Style/Subordinate centered: ✓✓ (2)

- The leader is not part of the decision-making but allows employees to make all the decisions within the limits of the policy. ✓✓
- The leader only gets involved when requested. ✓✓
- The leader remains responsible and accountable for the employees' decisions and actions. ✓✓
- This may lead to frustration on the part of employees because they lack experience and have not earned the trust of the leader. ✓✓
- This style is appropriate when the leader is empowering his employees through the delegation of duties. ✓✓
- Any relevant information regarding the autocratic style.

COMMENT / APPLICATION

- This style works well when the employees are knowledgeable, experienced and highly skilled in analysing situations and offering solutions. ✓✓
- Any other relevant answer relating to laissez faire.

Type: 2
(any 5 facts x 2) (10)
Comment / Application (2)
Max: 10

7.3.3 Participative Leadership Style/Democratic style/Consultative style/Consensus Style. ✓✓ (2)

- The leader involves the subordinates in decision-making, policy formulation and problem solving. ✓✓

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7.3.5 Transformational Leadership : ✓✓ (2)

- The leader has vision, passion and injects enthusiasm in his subordinates to enable them to succeed. ✓✓
- The leader cares about his subordinates. ✓✓
- The leaders develops a vision for the organisation and sells it to his subordinates and convinces them to follow the vision. ✓✓
- Any other relevant answer on transformational leadership.

COMMENT/APPLICATION

- This leadership style can be used to motivate and inspire subordinates. ✓✓
- This leadership style is suitable when an organisation is undergoing transformation ✓✓
- Any other relevant answer on transformational leadership.

Type: 2
(any 5 facts x 2) (10)
Comment / Application 2
Max: 10

7.3.6 Situational Leadership Style: ✓✓ (2)

- This leadership style depends on the following factors :
 - Forces within the organisation. ✓✓
 - Forces within the subordinates. ✓✓
 - Distant factors from outside the organisation may personally affect the leader and his performance. ✓✓
 - Highly motivated workers allow the leader to assume the role of facilitator. ✓✓
 - Workers who constantly need guidance and motivation make the leader assume the role of an autocratic leader. ✓✓
 - The success of this leadership style depends on the kind of relationship that exists between the leader and his subordinates. ✓✓

COMMENT/APPLICATION:

- The application of this style depends on the particular situation / circumstance that prevails within the organisation. ✓✓
- Any other relevant answer on situational leadership.

7.3.7 Super leaders style: ✓✓

- One who leads others to lead themselves. ✓✓
- Somebody who acts as a teacher, coach, mentor. ✓✓
- Any other relevant information regarding the superleader style. ✓✓

Comment/Application

- Take the lead with new appointees. ✓✓
- And any other relevant answer regarding the super leadership style.

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Type: 2
(any 5 facts x 2) (10)
Comment/Application 2
Max: 10

NOTE: Only 3 styles. Therefore submaximum is 3 x 10 = 30

7.4 Conclusion:

- The above discussion clearly indicates that different leadership styles are influenced by the nature of the organisation and the expertise of the subordinates. ✓✓
- The personality of the leader plays an integral part in the type of leadership style administered. ✓
- Any other relevant conclusion relating to Management / Leadership.

(any 2 x 1) (2)

Subtotal 39: Max 32

NOTE: ANY OTHER THREE RELEVANT MANAGEMENT AND LEADERSHIP STYLES ARE ACCEPTABLE.

Breakdown of mark allocation:

Details	Maximum	Reduced to	Subtotal	Total
Introduction			3	
Management and leadership			4	
ANY THREE ONLY Management Style 1	Type 2 Description 10 Comment / Application 2	Max 10	30	Max 32
Management Style 2	Type 2 Description 10 Comment / Application 2	Max 10		
Management Style 3	Type 2 Description 10 Comment / Application 2	Max 10		
Conclusion			2	
INSIGHT *(LASO)				
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 requirements are met.

Allocate 0 marks where requirements are not met at all.

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8.2.2 Purchasing function ✓✓ (2)

- Involved in all the purchasing of raw materials or goods of the correct quality, quantity, price, time and place. ✓✓

Effective quality performance :

- Unwise purchases of raw materials and capital goods may negatively impact on the final products. ✓✓
- There must be an identification and selection of reputable suppliers of goods. ✓✓
- Goods must satisfy the target market. ✓✓
- High turnover of goods means that the correct goods were purchased. ✓✓

NB: Apply the same principles to Quality, Time, Supplier.

(any 2 x 2) (4)

Identification (2)
Description (1 x 2) (2)
Quality performance (2 x 2) (4)
Maximum 6

8.2.3 Marketing function ✓✓ (2)

- Making the public aware of what is available through advertising, etc. ✓✓
- Bring the goods within easy reach of the consumer through storage, distribution and advertising. ✓✓

Effective quality performance:

- Customers are well aware of products through marketing communication policy e.g. aggressive advertising of products. ✓✓
- New products must also be advertised to attract consumers.
- Vouchers/coupons can be included in the advertisement offering a discount on presentation. ✓✓

NB: Apply same principles to price, product and distribution policy.

(any 2 x 2) (4)

Identification (2)
Description (1 x 2) (2)
Quality performance (2 x 2) (4)
Maximum 6

8.2.4 Production function ✓✓ (2)

- Acquiring the raw materials from the various sources. ✓✓
- Converting raw materials into finished products of a pre-determined standard. ✓✓

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QUESTION 8

Jabula Supermarket has certain business and management functions which are performed by the managers of the various departments within the organisation. At the annual general meeting, Mr N Nkosi, as the general manager, reports that the quality of performance within these business functions can contribute significantly to the success of the business enterprise.

Identify and discuss any FIVE business functions. Analyse how the quality of performance in these functions can contribute towards making the business more profitable. Include in your answer whether you agree with Mr Nkosi's statement. (LO 4 AS 4)

8.1 Introduction:

- Businesses have to perform the eight business functions which are interrelated in order to be successful. ✓
- If business enterprises want to improve their competitive position then the need for quality becomes more important. ✓
- Businesses must have quality control systems in place to monitor performance. ✓

NOTE WELL

- Reward one (1) mark where the business functions are mentioned.

(3 x 1) (3)

8.2 Business functions:

8.2.1 General management ✓✓ (2)

- General management must develop a strategic plan. ✓✓
- It consists of the following activities: planning, organising, leading and control. ✓✓
- Any other relevant answer.

(2)

Effective quality performance:

- Top management activities are measured largely by the final profitability figures. ✓✓
- The enterprise must strive to create a positive image in the minds of consumers. ✓✓
- Improvement can be achieved through the setting of high but realistic targets. ✓✓
- Surveys can be conducted to ascertain the image of the business. ✓✓
- Comparison of figures on profitability. ✓✓
- Strategic plan must be in place. ✓✓
- Reporting and feedback on the roll out plan. ✓✓

(any 2 x 2) (4)

Identification (2)
Description (1 x 2) (2)
Quality performance (2 x 2) (4)
Maximum (6)

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Effective quality performance:

- Goods must be produced at reasonable cost to remain competitive. ✓✓
- Production cost calculation will help ensure that costs are contained. ✓✓

NOTE WELL: Apply the same principles to quality and time.

(any 2 x 2) (4)

Identification (2)
Description (1 x 2) (2)
Quality performance (2 x 2) (4)
Maximum 6

8.2.5 Financial function ✓✓ (2)

- Determine the need for funds. ✓✓
- Acquire the funds from most suitable sources. ✓✓

Effective quality performance:

- The funds must be effectively applied. ✓✓
- Profitability ratios must be prepared by the financial manager and presented to management to compare and make decisions. ✓✓
- This is also influenced by the credit collection policy, liquidity analysis and cash flow position. ✓✓

(any 2 x 2) (4)

Identification (2)
Description (1 x 2) (2)
Quality performance (2 x 2) (4)
Maximum 6

8.2.6 Human resources ✓✓ (2)

- To find the suitable person for the right job. ✓✓
- To appoint a person to the position where his/her capabilities can be used to advantage of the business. ✓✓

Effective quality performance:

- Continuous training and development of staff. ✓✓
- Appropriate training and development programmes can lead to a highly stable staff. ✓✓
- This can lead to a low rate of staff turnover. ✓✓

(any 2 x 2) (4)

Identification (2)
Description (1 x 2) (2)
Quality performance (2 x 2) (4)
Maximum 6

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- 8.2.7 Public relations ✓✓ (2)
- Promote a positive image by liaising with the relevant stakeholders. ✓✓ (2)

Effective quality performance:

- Release regular press statements. ✓✓
- Through publicity, the business enjoys a positive image in society. ✓✓
- The business must attain a respectable position in society. ✓✓
- Other management functions are influenced by public relations e.g. improved customer relations. ✓✓
- Counter negative publicity. ✓✓

(any 2 x 2) (4)

Identification 2

Description (1 x 2) (2)

Quality performance (2 x 2) (4)

Maximum 6

- 8.2.8 Administration ✓✓ (2)

- Acquiring, collecting, processing, making available and safekeeping of information. ✓✓
- Decisions are based on information. ✓✓ (2)

Effective quality performance:

- Debtors' statements are posted timeously and debtors pay on due dates. ✓✓
- This improves the liquidity, cash flow and profitability position. ✓✓
- Apply same principles to creditors and stock.

(any 2 x 2) (4)

Identification (2)

Description (1 x 2) (2)

Quality performance (2 x 2) (4)

Maximum 6

- 8.2.9 Risk management ✓✓

- According to the King's Report on Corporate governance, it was proposed that the risk function be a management function on its own. ✓✓
- Deals with issues on how to avoid, reduce, eliminate or prevent risk occurrence / exposure. ✓✓
- The following processes are important in risk management, i.e. Risk identification, risk analysis, risk control, and risk funding. ✓✓

Effective quality performance:

- The business must have systems in place to identify the risks the business is exposed to. ✓✓
- Every risk, even those that are regarded as small and worthless should be recorded. ✓✓
- The risk control measures ensures that business losses are minimised. ✓✓

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Breakdown of mark allocation:

Details	Maximum	Reduced to	Subtotal	Total
Introduction			3	
ANY FIVE ONLY	Identification 2			
	Description 2	Max 6		
General Management	Quality Performance 4			
	Identification 2			
	Description 2	Max 6		
Purchasing Function	Quality Performance 4			
	Identification 2			
	Description 2	Max 6		
Marketing Function	Quality Performance 4			
	Identification 2			
	Description 2	Max 6		
Production Function	Quality Performance 4			
	Identification 2			
	Description 2	Max 6		
Financial Function	Quality Performance 4			
	Identification 2			
Human Resources Function	Description 2	Max 6		
	Quality Performance 4			
Public Relations Function	Identification 2			
	Description 2	Max 6		
	Quality Performance 4			
Administration Function	Identification 2			
	Description 2			
	Quality Performance 4			
Risk Management Function	Identification 2	Max 6		
	Description 2			
	Quality Performance 4			
Information Technology Management Info. Syst. Knowledge Systems	Identification 2			
	Description 2	Max 6		
	Quality Performance 4			
Agree / Disagree			2	
* Conclusion			2	
INSIGHT *(Layout)				
Layout				2
Synthesis				2
Analysis, Interpretation				2
Originality, Examples, Recommendations				2
TOTAL MARKS				40

*LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if only some requirements are met.

Allocate 0 marks where requirements are not met at all.

** If agree/disagree is part of conclusion allocate maximum marks of 4.

TOTAL SECTION C: 80

GRAND TOTAL: 300

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- Provision for fire escapes and evacuation procedures can prevent human injuries, casualties and deaths in the workplace. ✓✓

(any 2 x 2) (4)

Identification (2)

Description (1 x 2) (2)

Quality performance (2 x 2) (4)

Maximum 6

- 8.2.10 Information Technology (IT) or Management Information System or Knowledge Systems. ✓✓

- Managing information is important as the business environment is dynamic. ✓✓
- Many decisions are based on historical data. ✓✓

Comment/Application

- Timely availability of data is necessary. ✓✓
- Decisions based on incorrect data may be costly. ✓✓
- Easy electronic access to global information can help in making business decisions and help in international trade. ✓✓

(any 2 x 2) (4)

Identification (2)

Description (1 x 2) (2)

Quality performance (2 x 2) (4)

Maximum 6

NOTE: Maximum for any 5 business functions is 30

- Disagree/Agree with Mr N Nkosi's statement. ✓✓ (2)

- Multi-tasking
- Multi-skilling
- Synergy
- Or any relevant answer relating to the impact of quality within business functions.

NOTE WELL : Refer to insight.

- 8.3 Conclusion

- The management functions mentioned above cannot operate in isolation.
- The functions are closely interrelated. ✓
- Quality performance of the business functions leads to an overall improvement and profitability of the enterprise. ✓
- Continuous monitoring and evaluation of the performance management systems must be in place. ✓

(any 2 x 1) (2)

NOTE: Agree/disagree could be included in the conclusion. If so, conclusion must be increased to 4 marks

Subtotal 37: Max 32

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