**BSTD**

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| **MEMORANDUM** |

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EASTERN CAPE EDUCATION DEPARTMENT

OOS-KAAP ONDERWYSDEPARTEMENT

IIMVIWO ZEBANGA LOKUGQIBELA

NATIONAL SENIOR CERTIFICATE EXAMINATION

NASIONALE SENIOR SERTIFIKAAT-EKSAMEN

**SEPTEMBER 2009**

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| **BUSINESS STUDIES** |

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| This memorandum consists of 24 pages. |

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| **NOTES TO EDUCATORS:** | | | |
| 1. | Candidate’s responses must be in full sentences for SECTION B and C depending on the nature of the question. | |  |
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|  | Full sentence √√ (2)  Words/phrases √ (1) | |  |
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|  |  |  |  |
| 2. | 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. | |  |
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| 3. | Please take careful note of other relevant answers provided by candidates and allocate marks accordingly. | |  |
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| 4**.** | SECTION B | |  |
|  |  |  |  |
| 4.1 | If, for example, FIVE facts are required, mark the candidates FIRST FIVE responses and ignore the rest of the responses. | |  |
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| 4.2 | If two facts are written in one sentence, award the candidate FULL credit. | |  |
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| 4.3 | In questions that require candidates to “name”, the answers of the candidates can be in phrases and not necessarily in full sentences. | |  |
|  |  |  |  |
| 5. | SECTION C | |  |
|  |  |  |  |
| 5.1 | 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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| 5.2 | |  |  | | --- | --- | | 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? | 2 | | Analysis and interpretation (Candidate’s ability to break down the question to show understanding of what is being asked) | 2 | | Synthesis (What parts of the question would you have included in the answer? Are there relevant sections included in the answer?) | 2 | | Originality, examples, recency of information, current trends and developments. | 2 | | **TOTAL FOR INSIGHT:**  **TOTAL MARKS FOR FACTS:**  **TOTAL MARKS FOR ESSAY (8 + 32):** | **8**  **32**  **40** | | |  |
|  |  |  |  |
| 5.3 | Indicate insight in the left-hand margin with a symbol e.g. (‘LASO’) | |  |
|  |  |  |  |
| 5.4 | The components of insight are indicated at the end of the suggested answer for each question. Note: The components may vary for each question. | |  |
|  |  |  |  |
| 5.5 | Mark all relevant facts until the MAXIMUM mark in a subsection has been attained. Write MAX after the maximum marks have been obtained. | |  |
|  |  |  |  |
| 5.6 | 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** | | |  |
|  |  |  |  |
| 5.7 | 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.) | |  |
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| 5.8 | If the candidate identifies/interprets the question incorrectly, then he/she can still obtain marks for insight. | |  |
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| 5.9 | If a different approach is used by candidates ensure that the answers are assessed according to the mark allocation/sub-headings as indicated in the memorandum. | |  |
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| 6. | Take particular note of the repetition of facts. Indicate with an ‘R’. | |  |
|  |  |  |  |
| 7. | Sub-totals 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. | |  |
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| 8. | Allocate TWO marks for complete sentences. Allocate ONE mark for phrases, incomplete sentences and vague answers. | |  |

**SECTION A**

|  |  |  |  |
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| **QUESTION 1 (Accept the matching word/phrase if the letter of the alphabet is not given.)** | | | |
|  | | | |
| 1.1 | 1.1.1 | C√√ |  |
|  | 1.1.2 | B√√ |  |
|  | 1.1.3 | D√√ |  |
|  | 1.1.4 | A√√ |  |
|  | 1.1.5 | C√√ |  |
|  | 1.1.6 | D√√ |  |
|  | 1.1.7 | B√√ |  |
|  | 1.1.8 | C√√ |  |
|  | 1.1.9 | D√√ |  |
|  | 1.1.10 | B√√ (10 x 2 ) | (20) |
|  |  |  |  |
| 1.2 | 1.2.1 | E (Tertiary)√√ |  |
|  | 1.2.2 | B (Inclusivity)√√ |  |
|  | 1.2.3 | C (Liquidation)√√ |  |
|  | 1.2.4 | F (Career pathing)√√ |  |
|  | 1.2.5 | D (Lobbying)√√ (5 x 2) | (10) |
|  |  |  |  |
| 1.3 | 1.3.1 | Pie chart√√ |  |
|  | 1.3.2 | Entrepreneurs√√ |  |
|  | 1.3.3 | JSE (Johannesburg Securities Exchange)√√ |  |
|  | 1.3.4 | Team√√ |  |
|  | 1.3.5 | Leadership√√ (5 x 2) | (10) |
|  |  |  |  |
|  |  | **TOTAL SECTION A:** | **40** |
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| **SECTION B** | | | |
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| **QUESTION 2** | | | |
|  |  |  |  |
| 2.1 | 2.1.1 | - Primary√√(extraction of wood)  - Secondary√√(production of furniture)  - Tertiary√√(transport) (3 x 2) | (6) |
|  | 2.1.2 | Production  - Low production cost will ensure higher profit margins√√  - Good quality furniture will attract customers and improve sales√√  - Effective quality control ensures fewer defective products and more satisfied customers√√  - A well planned production schedule ensures sufficient stock for selling√√  - Regular machine maintenance ensures smooth production with no stoppages √√  Marketing  - Effective advertising campaigns can attract customers and lead to increased profit√√  - Gather customer feedback on furniture and implement changes if necessary − satisfied customers√√  - Through marketing increase their market share and thereby eliminate competition√√  - Correct choice of advertising media will result in cost effective advertising√√  - Correct identification of target markets will save unnecessary advertising costs√√  Public Relations  - To build a positive public image of Eyethu that will lead to more customers√√  - Ensure prompt customer service leading to satisfied customers√√  - Implement social responsibility programmes that projects a good image/more customers√√  - Increase the goodwill of the community√√  - Develop good business relations with other business − attract best skilled workers√√ Max. 2 x 2 per function (3 x 4) | (12) |
|  |  |  |  |
|  | 2.1.3 | - Start an orphanage/children’s home√√  - Start an old age home√√  - Sponsor a sports team√√  - Build a school√√  - Assist young people financially to further their studies/bursaries√√  - Start a clinic√√  Any other relevant answer (Any 4 x 2) | (8) |

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| 2.2 | 2.2.1 | High food prices:  - Intensive strategies/market penetration/market development√√  - Intensified advertising/ marketing campaigns√√  - Find cheaper suppliers√√  - Market substitute products√√  - Negotiate special deals with suppliers√√  - Defensive strategies if sales are low − retrenchment√√  High interest rate  - Cash purchases only√√  - Only cash sales to customers − no credit√√  - Negotiate cash discounts from suppliers√√  - Intensive strategies to expand market/ customer base√√  - Implement sales incentives for sales staff√√  Load shedding  - Find alternative power sources√√  - Adapt short term planning/objectives√√  - Adapt production schedule√√  - Longer trading hours to compensate for lost time√√  - Do staff development when power is down√√  High petrol price  - Cut down on transport costs − cost saving measures√√  - Find cheaper/alternative transport √√  - Defensive strategies − reduce/ save on other expenses√√  - Stop free deliveries to customers/charge extra√√  (2 x 2 per challenge = Any 3 x 4) | (12) |
|  |  |  |  |
| 2.3 | 2.3.1 | * Improve the level of investment in education and training.√√ * Use the workplace as a learning environment.√√ * Ensure quality training and education in the workplace.√√ * Encourage employees to take part in learnership and skills training programmes.√√ * Create employment opportunities for previously disadvantaged people.√√ * Develop skills of the SA workforce√√ * Improve productivity in the workplace√√ * Promote self employment√√ * Assist retrenched workers to re-enter the labour market√√   - Assist employers to find qualified employees√√ (Any 3 x 2) | (6) |
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|  | 2.3.2 | * Financial implications for business − levies√√ * Administrative burden on business√√ * The transferring of money to those it is meant to benefit takes too long√√ * Not all staff at the various SETAs are properly trained and committed to their jobs√√ * Companies must pay the trainers√√ * Production is lost as a result of workers taking time off to attend training√√ * Mentors also have to take time of from the workplace to attend learnership programmes √√ * A newly qualified worker may leave the business soon after qualifying√√ (Any 3 x 2) | (6) |
|  |  |  |  |
| 2.4 | 2.4.1 | * No√√ * “The two assistant managers and ten supervisors are their relatives” √√ * “Mr le Roux’s immediate response to him was that they are unable to employ physically challenged people”√√ (3 x 2) | (6) |
|  |  |  |  |
|  |  |  |  |
|  | 2.4.2 | * To eliminate unfair discrimination in the workplace.√√   - To provide for affirmative action √√  - To provide equal opportunities for all employees√√ (2 x 2) | (4) |
|  |  |  | **[60]** |
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| **QUESTION 3** | | | |
|  |  |  |  |
| 3.1 | 3.1.1 | * Ensure that there is a company policy that deals with the abuse of work time√√ * Communicate the policy to employees√√ * Management must be flexible and reasonable in the demands that they make√√ * Establish an atmosphere of teamwork√√ * Motivation sessions for employees√√ * Implement a time-monitoring system√√ * Confront employees directly that abuses work time√√ * Management to plan and ensure all employees have work allocated to them√√ (Any 5 x 2) | (10) |
|  |  |  |  |
|  | 3.1.2 | Step 1: Identify the problem√  - Recognition that a problem exists√√  Step 2: Define the problem√  - Determine exactly what the problem is√√  Step 3: Consider every alternative solution√   * Generate a number of possible solutions√√   Step 4: Evaluate each solution√  - Determine the strong and weak points of each solution√√  Step 5: Decide on the best solution√  - Select the alternative that is most appropriate√√  OR  - If none is appropriate, re-define the problem√√  Step 6: Formulate action plan to implement the solution√  - Arrange the necessary resources, delegate tasks and set deadlines√√  Step 7: Implement the plan/solution√  - Monitor the implementation, if problems emerge, go back to the first step√√  (Accept any order) (Any 5 x 3) | (15) |
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|  | 3.1.3 | - Improve working conditions√√  - Secure benefits for workers√√  - Improve/fair wages√√  - Reduce working hours√√  - Ensure that as many people as possible are employed√√  - Ensure that workers participate in decision making√√  - Ensure fair treatment of workers√√  - Protect the right of workers√√  - Protect interests of workers during disciplinary procedures√√  (Any 5 x 2) | (10) |
|  |  |  |  |
| 3.2 | 3.2.1 | Verbal complaint√   * The employee tells his or her immediate supervisor   about the grievance√√  Investigation√   * The supervisor investigates the grievance, considers solutions and suggests these to the employee√√   Formal written complaint√   * If the employee is not satisfied with the supervisor’s suggestions, a written complaint is given to the next line manager√√   Further investigation√   * The manager arrange a meeting considers the matter, suggests solutions and makes recommendations√√   Resolution√   * If the employee accepts the recommendations√√   Highest management level investigation√   * If no agreement reached a meeting with top management is arranged√√   Dispute√   * If the grievance cannot be resolved a dispute is declared√√   CCMA√   * Makes final decision√√ (Accept any order) (Any 4 x 3) | (12) |
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|  | 3.2.2 | - 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 Services 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√  - BANK SETA − Banking Sector√  - AGRI SETA − Agricultural Sector√  - Engineering√  - Office Administration√  Any other relevant SETA (Any 3 x 1) | (3) |
|  |  |  |  |
|  | 3.2.3 | * Annual leave√√ * Sick leave√√ * Maternity leave√√ * Family responsibility leave√√ * Work on public holidays√√ * Meal/tea times√√ * Overtime√√ * Working hours√√ * Working on Sundays√√ * Termination of service√√ (Any 5 x 2) | (10) |
|  |  |  | **[60]** |

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| **QUESTION 4** | | | |
|  |  |  |  |
| 4.1 | 4.1.1 | * Delivers a quality service√√ * Empowers employees √√ * Monitors customer feedback√√ * It looks for opportunities to improve quality and value√√ * It delivers on the promise to customers √√ * It conducts adequate market research√√ * Right choice of market opportunities√√   (Any 5 x 2)  Improvement strategy:   * Become BBBEE compliant√√ * Expand its product range√√ * Expand to a national level√√   Any relevant answer (Any 1 x 2) | (10)  (2) |
|  |  |  |  |
|  | 4.1.2 | * No discrimination in respect of gender, race or physical disability√√ * Equal work opportunities for all employees√√ * Treat all with dignity, respect and fairness√√ * Provide a safe and healthy working environment√√ * Promote human rights√√ * Allow individuals the freedom to practice their religion/culture√√ * Fair remuneration√√ * Adhere to the Basic Conditions of Employment Act√√ * Allow membership to trade unions√√ (Any 5 x 2) | (10) |
|  |  |  |  |
|  | 4.1.3 | Private Company√√ Capital  * One to fifty shareholders can contribute capital – big amounts of capital needed√√   Continuity   * Private company offers continuity should Zukie die√√   Management   * Will need experts to manage business − a private company allows for a board of directors√√   Legal personality   * Is a separate legal entity from shareholders − no claim against their personal belongings in case of failure √√   (5 x 2) | (10) |
|  |  |  |  |
|  |  | **OR** |  |
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|  |  | Close Corporation√√Capital  * One to ten members can contribute capital – big amounts of capital needed√√   Continuity   * Close Corporation offers continuity should Zukie die√√   Management   * Will need experts to manage business − a close corporation allows for shared management amongst members√√   Legal personality   * Is a separate legal entity from members − no claim against their personal belongings in case of failure√ (5 x 2) | (10) |
|  |  |  |  |
|  | 4.1.4 | * Plan presentation in detail√√   - Prepare, arrange and obtain clear and complete  information√√  - Use aids that help simplify the presentation, e.g.  visual aids and computer software √√  - Present in a logical order √√  - Speak in a clear voice√√  - Make eye contact with the audience√√  - Prepare response to possible questions √√  - Display confidence√√  - Use appropriate body language√√  - Language used must be at appropriate level for audience√√  Any other relevant facts (Any 6 x 2) | (12) |
|  |  |  |  |
|  | 4.1.5 | Simple interest  Year 1 25 000 x 14/100 x 1  = R3 500√  Year 2 25 000 x 14/100 x 1  = R3 500√  Year 3 25 000 x 14/100 x 1  = R3 500√  Total interest earned = R10 500√√√ (Award 6 marks for correct total only)  Compound Interest  Year 1 25 000 x 14/100 x 1  = R3 500√  Year 2 25 000 + 3 500 = 28 500 √  28 500 x14/100 x 1 √  = R3 990√  Year 3 28 500 + 3 990 = 32 490√  32 490 x 14/100 x 1√  = R4 548,6 √  Total interest earned = R12 038,60√√√ (Award 10 marks for  correct total only) | (16) |
|  |  |  | **[60]** |
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|  |  | **TOTAL SECTION B:** | **180** |

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| **SECTION C** | | | |
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| **QUESTION 5** | | | |
|  |  |  |  |
| Introduction   * Socio-economic issues in the Siyakhana community are poverty, unemployment, education and crime√ * If the socio-issues are not addressed properly, it can affect the economy of the region negatively√ * Businesses need to plough back some of their profits into the community that supports them √ (3 x 1) | | | (3) |
|  |  |  |  |
| Socio-economic issues  Poverty   * By implementing job creation projects√√ * Employ only people from this community√√ * Encourage and assist the community in starting projects like vegetable gardens√√ * Supply food parcels to needy families√√   Unemployment   * By implementing entrepreneurship projects√√ * Explore government funding meant for job creation by small and medium enterprises√√ * Encourage income generating community projects like brick-making, needlework, etc.√√   Education and training   * Provide learnerships that will enable young people to acquire skills and training√√ * Contribute to the Skills Development Levy to benefit the employees by getting training√√ * Invest in and start a school for the community’s children√√ * Provide study aid/bursaries√√   Crime   * By addressing unemployment and poverty, crime is likely to be reduced√√ * Mobilise the community involving its leaders in identifying other causes of crime and bringing strategies to fight it√√ * Introduce Community Policing Forum√√ * Start a neighbourhood watch√√ * Start a crime prevention campaign/ awareness√√   (Accept any suitable upliftment strategy) | | |  |
| (Any 2 x 2 = max.4 with each issue: 4 x 4) | | | (16) |

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| Benefits to the business   * Improves the image of the business√√ * The business enjoys goodwill/customer patronage√√ * Highly skilled workers can be attracted√√ * Serves as a marketing strategy to increase sales√√ * Increased productivity through greater commitment of employees√√ * Tax benefits/rebates √√ * Attract investment/investors√√   (Any other relevant answer) | | |  |
|  |  | (Any 5 x 2) | (10) |
|  |  |  |  |
| Benefits to the community   * Job creation√√ * Poverty alleviation√√ * The standard of living of the community is uplifted√√ * Improved education and educational facilities for the community√√   (Any other relevant answer) | | |  |
|  |  | (3 x 2) | (6) |
|  |  |  |  |
| Conclusion   * It is clear that Corporate Social Investment benefits both the business and community√ * Business must partnership government in community upliftment√ | | |  |
| (Any other appropriate conclusion) (2 x 1) | | | (2) |
|  |  | **MAX.** | **(32)** |
| **Breakdown of mark allocation**   |  |  |  |  | | --- | --- | --- | --- | | **Details** | **Maximum** | **Sub-Total** | **Total** | | Introduction |  | **3** | **Max 32** | | Socio-economic issues | 16 | **32** | | Benefits to business | 8 | | Benefits to the community | 8 | | 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** | | | |  |
|  |  |  | |  |
| Introduction   * It is important for investors to do research before deciding on a certain type of investment√ * The risk factors also need to be considered√ * Businesspersons need to know the risks if they do not insure their businesses√   (Any relevant introduction) (3 x 1) | | | | (3) |
|  |  |  | |  |
| Types of investments  Unit trusts√√   * Portfolio made up of shares in different companies√√ * Portfolio manager invests and manage investment on behalf of investors√√ * Best results if invested for medium to long term√√ * The level of risk is low/medium√√   Shares√√   * Buy shares in a public company√√ * Investors receive a yearly dividend√√ * Long term investment or speculation purposes√√ * Share prices unpredictable/influenced by many factors√√ * The level of risk is medium/ high√√   Endowment Policies√√   * Large companies invest investor’s money in projects√√ * Investment is for a specified period√√ * Investor receives a lump sum at the end of the period√√ * Investor is guaranteed a minimum amount√√ * The risk is low/medium√√   Fixed deposits√√   * Money is invested at a fixed interest rate√√ * Invested for a fixed period - minimum one year√√ * Investor receives monthly/yearly interest√√ * Subject to changes in the repo rate√√ * The risk is low√√   32-Day Notice deposit√√   * Money is invested at a fixed interest rate√√ * Interest received not as high as with a fixed deposit√√ * Can only be withdrawn if a notice of 32 days is given√√ * The risk is low√√   Property√√   * Invest in commercial or residential property√√ * Investor can also receive rent income√√ * The level of risk is low/medium√√   Bonds/Gilts√√   * Money is lent to an institution for a specified period√√ * Investor receives interest√√ * Usually offered by governments and big companies√√ * Offered at a higher interest rate√√ * Guaranteed return√√ * Is a low risk investment√√   Retirement Annuities√√   * Investment for retirement√√ * For specified period of time √√ * Monthly contribution or lump sum investment√√ * Low / medium risk√√   **Naming of investment − 2 marks**  **Explanation − 2 marks**  **Risk − 2 marks** (Any 4 x 6) | | | | (24) |
|  |  |  | |  |
| Benefits of business insurance   * The risk is transferred√√ * Compensation against business risks, e.g. fire, theft, hijacking, etc.√√ * Shield against the unpredictability of the future√√ * Public liability risk − liability for injury, death of third parties√√ * Product liability − against losses, injury caused by the business’s product√√ * Key personnel are insured for their life or injury√√ * Compensation for bad debts of customers√√ * Protection against dishonesty of employees√√ * Business can insure against losses due to death/ injury of debtors√√   (Any 5 x 2) | | | (10) | |
|  |  |  | |  |
| Conclusion   * Because of the risks associated with investments, investors should employ the services of a financial advisor/expert√ * Starting a business is a risk√ * Whilst businesspersons accept the risks in a business, some risks can be shifted to insurers√   (Any relevant conclusion) (2 x 1) | | | | (2) |
|  |  | **MAX.** | | **(32)** |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Breakdown of mark allocation**   |  |  |  |  | | --- | --- | --- | --- | | **Details** | **Maximum** | **Sub-Total** | **Total** | | Introduction |  | **3** | **Max 32** | | Types of investments and risks. | 24 | **32** | | Benefits of business insurance. | 8 | | 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** | | | |
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| Introduction   * Teamwork is necessary if an organisation is to achieve its objectives√ * It does not happen instantly or spontaneously√ * It takes time and effort to build a successful team and promote effective collaboration√ * Effective teamwork depends on the individuals in the group being able to work together √ * The role of the team leader is of critical importance√ * Challenges always arise and therefore strategies need to be developed to promote teamwork√ (Any 3 x 1) | | | (3) |

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| Challenges associated with teams   * Inertia − team’s inability to change or develop √√**or** to complacent with their patterns, norms and processes * Groupthink − team members think in the same way √√ **or** do not criticise each other constructively * Social loafing − individuals in the group avoid work √√ **or** they think that other members will compensate for their lack of effort * Risk shift − tendency is to adopt more of an extreme or radical position than they would take if they would make decision alone √√ * Personal agendas − promote own goals, e.g. promotion√√ * Friction − personality clashes between team members√√ * Conflict − can split the team/lead to poor productivity √√ * Consensus − decisions can take longer since the team must be consulted√√ * Isolation − of team members who think differently/does not conform to team thinking√√ * Diversity − different values, cultures, religions in the team√√ * Work ethic − some members works harder than others√√ * Time management – poor time management by one member can have a negative impact on the rest of the team√√ * Different/Unclear objectives − no common goal to achieve√√ (Any 6 x 2) | | | (12) |
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| Strategies to promote teamwork   * Size of team − must be correct √√**or** effective * Composition of team − ensure diverse qualities and skills √√ **or** suit the goal of the team * Objective − ensure team has common/ clear objective√√ **or** all team members agree and understands team objectives * Team values − team must have values defining acceptable behaviour within the team √√ **or** norms and standards of the team must be clear * Support − encourage emotional support amongst members, e.g. verbal   encouragement.etc. √√ **or** appreciate individual contributions   * Trust/ Respect − mutual trust and respect of members views/input must be ensured√√ * Team goals − must receive preference over personal goals √√ * Mutual assistance − ensure members assist each other to improve job/team performance√√ **or** constructive suggestions for improvements * Share credit − ensure individual recognition is sacrificed and whole team gets recognition √√ * Negative attitudes − minimise negative comments/attitudes within team/focus on positives√√ * Laughter − ensure team engage in natural laughter for the promotion of empathy and understanding √√ * Communication − ensure open communication channels√√ **or** listen and understand, two way process * Deadlines must be clear to the team√√ * Functioning of team − agree on methods to be used on decision making, problem solving and meeting procedures√√ * Regular meetings must be held√√ * Develop team spirit√√ **or** engage in team building * Pay attention to the individual needs√√ **or** cater for diversity within team   Give information to the team on a regular basis√√ (Any 10 x 2) | | |  |

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| Conclusion   * Effective teams contribute to the success of a business √ * A business will only realise its full strength when everyone works together as a team. √ * Managers and team leaders must ensure optimum functionality of teams√   (2 x 1) | | | (2) |
|  |  | **MAX.** | **(32)** |

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| **QUESTION 8** | | |  |
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| Introduction  * Recruiting and appointing employees is the task of the human resource function √ * Candidates who are most suitable to fill the vacant position must be   appointed √   * Job interviews are an important tool in the selection process √ * Employment contracts must be in line with South African labour legislation√ * Contracts of employment stipulate the duties and responsibilities of both the employer and employee √ (3 x 1) | | | (3) |
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| Selection  The selection process usually consists of the following steps:   * The human resource manager receives all application forms and Curriculum Vitaes√√ * Applications are then evaluated/screened for correctness and suitability of applicants√√ * A shortlist of the most suitable candidates is prepared√√ * \*No discrimination based on gender, race, religion or sexual orientation √√ * \*Equal employment opportunities must be ensured for all√√ * \*People with physical disabilities must not be disqualified√√ * \*Diversity of applicants must be taken into account√√ * The short-listed-candidate names are forwarded to the relevant departments√√ * Short listed applicant’s references, qualifications and other information are then checked√√ * Short-listed candidates are then invited to a first round interview√√ * Unsuccessful applicants must be notified√√ * Conduct of interviews to determine the suitability of the applicant for the job√√ * Skills and employment tests can also be done as part of the interview√√ * \*A medical examination is not allowed unless it is required by the job requirements√√ * Invite best candidates for a second interview if necessary√√ * Decide on the most suitable candidate√√ * Inform the successful candidate in writing with an offer of employment√√ * If candidate accepts then negotiate an employment contract√√   (Accept any order)  \*Legislation – if not mentioned penalise candidate under LASO (6 x 2) | | | (12) |
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| Employment contract  Employee details√ or  **Max. 1 mark**   * Full name of the employee √ * Title of employee√ * ID number√ |  |
| Employer details√ or  **Max. 1 mark**   * Name of business√ * Address of business√ |  |
| General information   * Post name/description √√   **Max. 4 marks**   * Employees place of work − which department√√ * Date of commencement √√ * Job description/duties of the job√√ * Code of conduct of the business√√ |  |
| Conditions of employment  \*Hours of work:  **Max.**  **4 marks**   * Normal daily working hours√√ * Not more than 45 hours per week √√ * Meal times − 1 hour after 5 hours of work√√ * Overtime − not more than 3 hours per day/   10 pw/1.5 times normal wage√√   * Public holidays at 2 times normal wage√√ |  |
| \*Leave:  **Max.**  **4 marks**   * Annual leave of 21 consecutive days fully paid√√ * Sick leave of 12 days per year or 36 days over a 3 year period√√ * Maternity leave of 4 consecutive months√√ * Family responsibility leave of 3 days per year√√ |  |
| Remuneration and date of payment:  **Max. 4 marks**   * Basic salary/ wage√√ * Compulsory deductions√√ * 13th cheque√√ * Bonuses payable√√ |  |
| * Fringe benefits such as pension, medical aid, housing √√ * Termination of employment: notice period required√√ * Discipline rules and grievance procedures √√ * Incentive scheme if applicable√√   \*Legislation − if not mentioned penalise candidate under LASO  Max. | (20) |

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| Conclusion:   * Selection and employment of an applicant must comply with the requirements of the Employment Equity and Basic Conditions of Employment Acts√ * Keep a written record of reasons why applicants were unsuccessful in the event of a dispute√ * An employment contract is binding and protects the employer and employee√ |  |
| (2 x 1) | (2) |
| **MAX.** | **(32)** |

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| **Breakdown of mark allocation**   |  |  |  |  | | --- | --- | --- | --- | | **Details** | **Maximum** | **Sub-Total** | **Total** | | Introduction |  | **3** | **Max. 32** | | Selection process | 12 | **32** | | Employment contract | 20 | | 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.** | | |  |
|  | | | **[40]** |
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|  |  | **TOTAL SECTION C:** | **80** |
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|  |  | **GRAND TOTAL:** | **300** |