



Province of the
EASTERN CAPE
EDUCATION

Iphondo leMpuma Kapa: Isebe leMfundo
Provinsie van die Oos Kaap: Departement van Onderwys
Porafensie Ya Kapa Botjahabela: Lefapha la Thuto

NATIONAL SENIOR CERTIFICATE

GRADE 12

SEPTEMBER 2024

BUSINESS STUDIES P2 MARKING GUIDELINE

MARKS: 150

This marking guideline consists of 29 pages.

NOTES TO MARKERS**PREAMBLE**

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

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

1. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question.
2. A comprehensive marking guideline has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:
 - Uses a different expression from that which appears in the marking guideline
 - Comes from another credible source
 - Original
 - A different approach is used

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

3. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)
4. The word 'Sub-max.' is used to facilitate the allocation of marks within a question or sub-question.
5. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts as well as for calculation and moderation purposes.
6. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max.' in the marking guidelines. Only the total for each question should appear in the left-hand margin next to the appropriate question number.
7. In an indirect question, the theory as well as the response must be relevant and related to the question.
8. Correct numbering of answers to questions or sub questions is recommended in SECTIONS A and B. However, if the numbering is incorrect, follow the sequence of the candidate's responses. Candidates will be penalised if the latter is not clear.
9. No additional credit must be given for repetition of facts. Indicate with an 'R'.

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

10.1 When 'evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance, e.g. Positive: 'The autocratic leadership style provides strong leadership √ which makes new employees feel confident and safe.' √

10.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance candidates are also expected to support their responses with more depth, e.g., '*The autocratic leadership style provides strong leadership*√ *which makes new employees feel confident and safe,* √ *as expectations/roles are clearly explained to avoid confusion*'. √

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

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

Cognitive verbs, such as:

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

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

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

13. SECTION B

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

NOTE:

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

- 13.2 If two facts are written in one sentence, award the candidate FULL credit. Point 13.1 above still applies.

- 13.3 If candidates are required to provide their own examples/views, brainstorm this to finalise alternative answers.

13.4 Use of the cognitive verbs and allocation of marks:

- 13.4.1 If the number of facts is specified, questions that require candidates to 'describe/discuss/explain' may be marked as follows:

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

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

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

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

14. SECTION C

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

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

14.2 Insight consists of the following components:

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

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

- 14.3 Indicate insight in the left-hand margin with a symbol e.g. ('L, A, -S and/or O').
- 14.4 The breakdown of marks is indicated at the end of the suggested answer/marking guideline to each question.
- 14.5 Mark all relevant facts until the SUB-MAX./MAX. mark in a subsection has been attained. Write SUB-MAX./MAX. after maximum marks have been obtained but continue reading for originality "O".
- 14.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows: (L – Layout, A – Analysis, S – Synthesis, O – Originality) as in the table below.

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

- 14.7 When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of the same subheadings. Remember, headings and subheadings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See MARK BREAKDOWN at the end of each question.)
- 14.8 If the candidate identifies/interprets the question INCORRECTLY, then he/she may still obtain marks for layout.
- 14.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the marking guideline.
- 14.10 14.10.1 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.
- 14.10.2 With effect from November 2015, the TWO marks will not necessarily appear at the end of each completed sentence. The ticks (√) will be separated and indicated next to each fact, e.g. 'Product development is a growth strategy, √ where businesses aim to introduce new products into existing markets.' √
- This will be informed by the nature and context of the question, as well as the cognitive verb used.
- 14.11 With effect from November 2017, the maximum of TWO (2) marks for facts shown as headings in the marking guidelines, will not necessarily apply to each question. This would also depend on the nature of the question.

SECTION A**QUESTION 1**

- 1.1 1.1.1 C ✓✓
 1.1.2 D ✓✓
 1.1.3 B ✓✓
 1.1.4 A ✓✓
 1.1.5 C ✓✓ (5 x 2) (10)
- 1.2 1.2.1 debentures ✓✓
 1.2.2 indemnification ✓✓
 1.2.3 limited ✓✓
 1.2.4 unemployment ✓✓
 1.2.5 negative ✓✓ (5 x 2) (10)
- 1.3 1.3.1 D ✓✓
 1.3.2 J ✓✓
 1.3.3 I ✓✓
 1.3.4 F ✓✓
 1.3.5 H ✓✓ (5 x 2) (10)

TOTAL SECTION A: 30**BREAKDOWN OF MARKS**

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

SECTION B

Mark the FIRST TWO answers only.

QUESTION 2: BUSINESS VENTURE**2.1 Factors that should be considered when making investment decisions**

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

NOTE: Mark the first FOUR (4) only.

(4 x 1) (4)

2.2 Advantages of the transactional leadership style

- Encourages employees to work hard because they will receive rewards. ✓✓
- Improves employees' productivity and morale. ✓✓
- Business goals/objectives can be achieved as employees are motivated. ✓✓
- Employees know what is expected of them. ✓✓
- Disciplinary action procedures are well communicated. ✓✓
- Any other relevant answer related to the advantages of the transactional leadership style.

Max. (4)

2.3 Leadership theories from statements

2.3.1 Situational leadership theory ✓✓

(2)

2.3.2 Leaders and followers ✓✓

(2)

2.4 Advantages of insurance for businesses

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

- Replacement costs for damaged machinery/equipment are very high, ✓ therefore insurance can reduce/cover such costs. ✓
- Any other relevant answer related to the advantages of insurance for businesses.

Max. (6)

2.5 Areas of improvement in the next presentation

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

Max. (4)

2.6 Presentation and data response

2.6.1 Factors that must be considered when preparing for a presentation from the scenario

- She is fully conversant with the objectives of the presentation. ✓
- She also created flip charts as a visual aid to support her information. ✓

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

(2 x 1) (2)

2.6.2 Impact of flip charts Positives/Advantages

- Mainly used for a small audience ✓ to note down short notes/emphasise concepts /ideas. ✓
- Presenters can prepare set of pages in advance ✓ to save time during the presentation. ✓
- Very effective in brainstorming sessions ✓ as suggestions are summarised or listed. ✓
- In a sales pitch it may be useful during the feedback session ✓ to summarise main facts /aspects that the presenter needs to follow up. ✓
- Presenters can record a summary of responses ✓ received from the stakeholders/audience. ✓
- Any other relevant answer related to the positive impact/advantages of flip charts as a visual aid.

AND/OR

Negatives/Disadvantages

- There may not be enough time during the presentation ✓ to make written notes, so some ideas may not be listed. ✓
- Handwriting may be illegible/untidy ✓ which may not contribute to a professional image/presentation. ✓
- It may not be possible to prepare flip charts before the presentation, ✓ so it can become cluttered/chaotic. ✓
- A flip chart that is used during presentation is often not well written ✓ and may confuse the stakeholders/audience. ✓
- Any other relevant answer related to the negative impact/disadvantages of flip charts as a visual aid.

Max. (4)

2.7 Advantages of a non-profit company

- Proceeds/Surplus funds are used ✓ solely for the primary objective of the organisation/further the goals of the business. ✓
- They provide social services ✓ to various communities. ✓
- Donors receive tax deductions ✓ which motivates them to invest in a non-profit company. ✓
- There is a fixed management structure ✓ resulting in business stability. ✓
- The liability of members is limited ✓ which may attract additional membership. ✓
- Has continuity of existence ✓ which reduces the risk of closure. ✓
- Most of the income of a non-profit company is free ✓ from income taxes. ✓
- Can receive government funding/grants/aid ✓ to render their services. ✓
- Any other relevant answer related to the advantages of a non-profit company.

Max. (4)

2.8 Criteria contributing to the success and/or failure of a partnership

	SUCCESS FACTORS	AND/OR	FAILURE FACTORS
LEGISLATION	- Easy and cheap to establish, as partners must draw up partnership agreement. ✓✓		- Unlimited liability/partners are severally liable for the debts of the business. ✓✓
	- Partners are more motivated to make success because of their personal possessions are at risk. ✓✓		- If the partner dies or retires the remaining partner need to draw up the new partnership agreement. ✓✓
	- No regulatory requirements regarding the name of the business. ✓✓		- Oral agreements between partners can cause conflict between partners. ✓✓
	- Only subjected to the provisions of the Income Tax Act as compared to companies. ✓✓		- A partnership is not a legal entity and cannot sue or be sued. ✓✓
	- Any other relevant answer related to how legislation could contribute to the success of a partnership.		- Any other relevant answer related to how legislation could contribute to the failure of a partnership.

Max. (4)

	SUCCESS FACTORS	AND/OR	FAILURE FACTORS
CAPITAL	- Capital can be carefully spent and managed. ✓✓	-	Partners may not all have capital to put into business when needed. ✓✓
	- More than one partner contributing to capital. ✓✓	-	Unequal inputs as some partners put expertise instead of cash. ✓✓
	- Any other relevant answer related to how capital could contribute to the success of a partnership.	-	Any other relevant answer related to how capital could contribute to the failure of a partnership.

Max. (4)

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

[40]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	4
2.2	4
2.3	4
2.4	6
2.5	4
2.6.1	2
2.6.2	4
2.7	4
2.8.1	4
2.8.2	4
TOTAL	40

QUESTION 3: BUSINESS ROLES**3.1 CSI focus areas**

- Community ✓
- Rural development ✓
- Employees ✓
- Environment ✓

NOTE: Mark the first (4) only.

(4 x 1) (4)

3.2 Importance of team dynamic theories in improving team performance

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

Max. (4)

3.3 Criteria for successful team performance from the scenario

CRITERIA FOR SUCCESSFUL TEAM PERFORMANCE	MOTIVATIONS
1. Interpersonal attitudes and behaviour ✓✓	Vuvu gives credit to members for their positive contribution. ✓
2. Shared values ✓✓	He also ensures that all team members show respect towards each other despite their differences. ✓
Sub-max. (4)	Sub-max. (2)

- NOTE:**
1. Mark the first TWO (2) only.
 2. The answer does not have to be in tabular format.
 3. Award marks for the criteria for successful team performance even if the quotes were incomplete.
 4. Do not award marks for the motivation if the criteria for successful team performance were incorrectly identified.

Max. (6)

3.4 Ways in which businesses can create an environment that promote creative thinking in the workplace

- Encourage alternative ways ✓ of working/doing things. ✓
- Emphasise the importance of creative thinking ✓ to ensure that all staff know that management wants to hear their ideas. ✓
- Make time for brainstorming sessions ✓ to generate new ideas such as regular workshops generate more ideas/build on one another's ideas. ✓
- Place suggestion boxes around the workplace ✓ and keep communication channels open for new ideas. ✓
- Train staff in innovative techniques ✓ such as creative problem-solving skills/mind-mapping/lateral thinking. ✓
- Encourage job swaps ✓ within the organisation ✓/Study how other businesses ✓ are doing things. ✓
- Respond enthusiastically to all ideas ✓ and never let anyone feel less important. ✓
- Reward creativity by offering employees ✓ with reward schemes. ✓/Introduce incentives for staff members ✓ who come up with creative ideas. ✓
- Provide a working environment conducive to creativity, ✓ free from distractions/high noise levels. ✓
- Any other relevant answer related to ways in which businesses can create an environment that promotes creative thinking in the workplace.

Max. (4)

3.5 Impact of corporate social responsibility (CSR) on businesses**Positives/Advantages**

- May attract experienced employees/increase the pool of skilled labour ✓ which could increase productivity. ✓
- Positive/Improved image as the business looks after employees ✓ and conducts itself in a responsible way. ✓
- Businesses may have a competitive advantage, ✓ resulting in good publicity/an improved reputation. ✓
- Promotes customer loyalty ✓ resulting in more sales. ✓
- CSR projects may be used as a marketing strategy ✓ to promote their products. ✓
- Businesses enjoy the goodwill/support ✓ of communities. ✓
- CSR projects promote teamwork ✓ within businesses. ✓
- CSR helps to attract investors ✓ because of increased profits/income/growth. ✓
- Gives businesses tax advantages ✓ such as tax reduction/-rebates. ✓
- The government is less likely to enforce issues through legislation ✓ to businesses that voluntarily participate in CSR projects. ✓
- Employees feel as if they are making a difference ✓ in working for the business. ✓
- It helps to retain staff/lower staff turnover ✓ as employees' health and safety are considered. ✓
- Improves the health of its employees ✓ through focused CSR projects. ✓
- Any other relevant answer related to the positive impact/advantages of CSR on businesses.
-

AND/OR

Negatives/Disadvantages

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

Max. (6)

3.6 Ways in which a business can deal with abuse of work time**3.6.1 Ways in which a business can deal with abuse of work time from the scenario**

- They speak directly to all the employees who takes extended lunch break. ✓
- They ensure that the code of conduct is signed by all employees making them aware of its contents. ✓

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

Max. (2)

3.6.2 Other ways in which a business can deal with abuse of work time

- Code of conduct/ethics should contain clear rules ✓ about abuse of the work time. ✓
- Business should conduct training ✓ on the contents of the code of conduct/ ethics. ✓
- The business should monitor employees ✓ to ensure that tasks are completed. ✓
- Business should structure working hours in such a way that employees have free/flexible time ✓ for personal matters. ✓
- The business must create a culture of responsibility/ strengthen team spirit for all employees ✓ to feel responsible for what has to be achieved. ✓
- Remind the employees that the profit will decrease ✓ resulting in less incentives/bonus pay-outs. ✓
- Any other relevant answer related to the ways in which a business can deal with abuse of work time as a type of unprofessional business practice.

NOTE: Do not award marks for responses that are quoted from the scenario in QUESTION 3.6.1.

Max. (4)

3.7 Relationship between social responsibility and triple bottom line**Profit/Economic ✓**

- Triple Bottom line means that businesses should not only focus on profit/charge high prices but should also invest in CSI projects. ✓
- Businesses should not make a profit at the expense of its community. ✓
- Any other relevant answer related to the relationship between social responsibility and profit/economic as a triple bottom line element.

Sub-max. (2)

People/Social ✓

- Business operations should not have a negative impact on/exploit people/ employees/customers/community. ✓
- Businesses should engage/invest in sustainable community programmes/ projects that will benefit/uplift communities. ✓
- Improve the life style/quality of life of their human resources/employees. ✓
- Any other relevant answer related to the relationship between social responsibility and people/social as a triple bottom line element.

Sub-max. (2)

Planet/Environment ✓

- Businesses should not exhaust resources/harm the environment for production/profit purposes. ✓
- They may support energy-efficient/eco-friendly products/production methods. ✓
- Recycle/Re-use waste such as packaging from recycled material. ✓
- Any other relevant answer related to the relationship between social responsibility and planet/environment as a triple bottom line element.

Sub-max. (2)

Max. (6)

3.8 Ways in which professional, responsible, ethical and effective business practice should be conducted

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

- On-going development and training for all employees. ✓✓
- Performance management systems/Appraisals should be in place. ✓✓
- Adequate internal controls/monitoring/evaluation. ✓✓
- Any other relevant answer related to ways in which professional, responsible, ethical and effective business practice should be conducted.

Max. (4)
[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2	4
3.3	6
3.4	4
3.5	6
3.6.1	2
3.6.2	4
3.7	6
3.8	4
TOTAL	40

QUESTION 4: MISCELLANEOUS TOPICS**BUSINESS VENTURES****4.1 Examples of non-insurable risks**

- Nuclear weapons/war/earthquakes ✓
- Changes in fashion ✓
- Improvement/Changes in technology ✓
- Irrecoverable debts ✓
- Financial loss due to bad management ✓
- Possible failure of a business ✓
- Shoplifting during business hours ✓
- Loss of income if stock is not received in time/Time that elapses between the ordering and delivery of goods. ✓
- Losses/damages incurred because of illegal marketing activities ✓
- Any other relevant answer related to examples of non-insurable risks.

NOTE: Mark the first FOUR (4) only.

(4 x 1) (4)

4.2 Aspects that should be considered when designing a multimedia presentation

- Start with the text which forms the basis of the presentation ✓✓
- Select the background to complement/enhance the text ✓✓
- Choose images that may help to communicate the message ✓✓
- Include/Create graphics to assist the information which is conveyed. ✓✓
- Add special effects /sound /pictures/ animation to make it interesting for the audience. ✓✓
- Create hyperlink to allow quick access to other files/documents/video clips. ✓✓
- Use legible font size so that it is easy to see/read. ✓✓
- Keep slides/images /graphs/font simple by not mixing different styles/colours. ✓✓
- Make sure there are no languages /spelling errors. ✓✓
- Use bright colours to increase visibility. ✓✓
- Structure information in a logical sequence so that the audience can easily follow the content of the presentation. ✓✓
- Limit the information on each slide by using key words and not full sentences. ✓✓
- Any other relevant answer related to aspects that should be considered when designing a multimedia presentation.

Max. (4)

4.3 Management and leadership**4.3.1 Roles of personal attitude in successful leadership from the scenario**

- She understands that the right attitude will set the right atmosphere. ✓
- Sethu also models the behaviour that she wants to see in her followers. ✓

NOTE:

1. **Mark the first TWO (2) only.**
2. **Only award marks for responses that are mentioned in the scenario.**

Max. (2)

4.3.2 Situations in which the democratic leadership style could be applied in the workplace

This leadership style can be used when:

- group members are skilled/experienced/experts and eager to share their ideas. ✓✓
- the leader does not have all the information needed and employees have valuable information to contribute. ✓✓
- the leader knows his/her limitations to make decisions and is open to new ideas/ innovative thinking. ✓✓
- cooperation is needed between the leader and the team. ✓✓
- decisions need to be looked at from several perspectives. ✓✓
- innovative and creative ideas are needed. ✓✓
- inputs of employees are valued/appreciated in promoting teamwork. ✓✓
- Any other relevant answer related to the situations in which the democratic leadership style could be applied in the workplace.

Max. (6)

4.4 Adoption benefits as a type of benefit paid out by the UIF

- Employees may receive these benefits ✓ if they adopt a child younger than two years. ✓
- Employees who take unpaid leave/may receive part of their salary ✓ while caring for the child at home. ✓
- Only one parent/partner ✓ may claim. ✓
- A contributing employee can apply for a leave of absence/stop working ✓ to look after his/her adopted child. ✓
- Any other relevant answer related to adoption benefits as a type of benefit paid out by the UIF.

Max. (4)

BUSINESS ROLES**4.5 Human rights in the workplace**

- Privacy ✓
- Dignity ✓
- Equity ✓
- Freedom of speech and expression ✓
- Information ✓
- Safety, security and protection of life ✓

NOTE: Mark the first FOUR (4) only.

(4 x 1) (4)

4.6 Creative thinking and problem-solving**4.6.1 Problem-solving technique from the scenario**

Delphi-technique ✓✓

(2)

4.6.2 Advantages of creative thinking in the workplace

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

Max. (6)

4.7 Challenges posed by unfair advertising as a type of unethical business practice to businesses

- Unfair advertisements could be harmful ✓ to consumers. ✓
- Deceptive advertising can violate the trust of consumers ✓ and destroy business relationships. ✓
- The use of false or misleading statements in advertising leading to misrepresentation of the concerned product, ✓ which may negatively affect consumers. ✓
- Businesses can make unwise advertising choices ✓ when they are under pressure to increase their profits. ✓
- Some advertisements may be regarded as discriminatory ✓ because they exclude/target some sections of the population. ✓
- Any other relevant answer related to how unfair advertising as a type of unethical business practice poses challenges to businesses.

Max. (4)

4.8 Handling conflict in the workplace

- Acknowledge that there is conflict between employers/employees/ parties in the workplace. ✓✓
- Identify the cause of the conflict. ✓✓
- Arrange pre-negotiations where workers/complainants will be allowed to state their case/views separately. ✓✓
- Arrange time and place for negotiations where all employees involved are present. ✓✓
- Arrange a meeting between conflicting employers/employees. ✓✓
- Make intentions for the intervention clear so that parties involved may feel at ease. ✓✓
- Each party has the opportunity to express his/her own opinions/feelings. ✓✓
- Conflicting parties may recognise that their views are different during the meeting. ✓✓
- Analyse/Evaluate the cause(s) of conflict by breaking it down into different parts. ✓✓
- Blame shifting should be avoided and a joint effort should be made. ✓✓
- Direct conflicting parties towards finding/focusing on solutions. ✓✓
- Devise/Brainstorm possible ways of resolving the conflict. ✓✓
- Conflicting parties agree on criteria to evaluate the alternatives. ✓✓
- Select/Implement the best solution. ✓✓
- Provide opportunities for parties to agree on the best solution. ✓✓
- Evaluate/Follow up on the implementation of the solution(s). ✓✓
- Monitor progress to ensure that the conflict has been resolved. ✓✓
- Source experts on the handling of conflict from outside the business. ✓✓
- Any other relevant answer related to how businesses should handle conflict in the workplace.

Max. (4)
[40]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	4
4.2	4
4.3.1	2
4.3.2	6
4.4	4
4.5	4
4.6.1	2
4.6.2	6
4.7	4
4.8	4
TOTAL	40

TOTAL SECTION B: 80

SECTION C

Mark the FIRST question only.

QUESTION 5: BUSINESS VENTURES (INVESTMENT: SECURITIES)**5.1 Introduction**

- Preference shareholders enjoy preferential rights to dividends/ repayments over ordinary shareholders. ✓
- Fixed deposit is a popular form of investment as the risk is low in relation to other forms of investment. ✓
- The simple interest and compound interest enables investors to cater for their investment needs and financial planning. ✓
- The JSE is a formal market that regulates the activities of financial market in an orderly manner. ✓
- Any relevant introduction related to rights of preference shareholders/ impact of shares/fixed deposits/differences between simple interest and compound interest/functions of the JSE. (Any 2 x 1) (2)

5.2 Rights of preference shareholders

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

Max. (12)

5.3 Impact of forms of investments**5.3.1 Shares****Positives/Advantages**

- Can be freely transferred/traded ✓ on the JSE. ✓
- Shareholders' liability to the debt of the company is limited ✓ to what was invested/Shareholders have limited liability for company debts. ✓
- Shareholders have voting rights ✓ at the annual general meeting (AGM). ✓
- Investing in shares provides protection ✓ against inflation. ✓
- Investing in shares can provide solid returns ✓ at retirement age. ✓
- Rate of return on investment (ROI) is linked ✓ to the performance of the company. ✓

- Ordinary shares are usually cheaper than preference shares ✓ on the open market. ✓
- Holding a higher number of shares ✓ may result in higher proportional dividend pay-outs. ✓
- Any other relevant answer related to the positive impact/advantages of shares as a form of investment.

AND/OR

Negatives/Disadvantages

- Shareholders may receive less dividends/no dividends ✓ when company profits are low. ✓
- Companies have no legal obligation to pay dividends ✓ to shareholders. ✓
- Risk may be high, ✓ as investment may be lost when companies are liquidated. ✓
- Dividends declared may be determined by the management/directors ✓ of the company/business. ✓
- Any relevant answer related to the negative impact/disadvantages of shares as a form of investment.

Sub-max. (8)

5.3.2 Fixed deposits

Positives/Advantages

- Interest is earned at a fixed rate ✓ regardless of changes in the economic climate. ✓
- The period of investment ✓ can be over a short/medium/long term. ✓
- Investors can choose the investment period ✓ that suits them. ✓
- Principal amount plus interest earned ✓ is paid out on the maturity date. ✓
- Ensures financial discipline as investors cannot withdraw their funds ✓ before the maturity date. ✓
- Investors earn a better return on investment ✓ than on an ordinary savings account. ✓
- The higher the principal amount/the longer the investment period, ✓ the higher the interest rate offered by a financial institution. ✓
- It has a low risk ✓ as investors are guaranteed of the final payment. ✓
- Any other relevant answer related to the positive impact/advantages of fixed deposits as a form of investment.

AND/OR

Negatives/Disadvantages

- The investor cannot withdraw their funds ✓ before the maturity date. ✓
- Low returns ✓ compared to other investments. ✓
- May not outperform the effect of inflation ✓ over long term. ✓
- Any relevant answer related to the negative impact/disadvantages of fixed deposit as a form of investment.

Sub-max. (8)

Max. (16)

5.4 Differences between simple interest and compound interest

SIMPLE INTEREST	COMPOUND INTEREST
- Interest earned on the original amount ✓ and not on the interest accrued. ✓	- Interest earned on original amount invested, ✓ as well as interest earned in previous period(s). ✓
- The principal amount remains the same ✓ over the entire period of investment. ✓	- The principal amount grows ✓ with the addition of interest to it. ✓
- The interest is kept separate ✓ unless it is reinvested. ✓	- Interest is calculated on the higher principal amount ✓ and again added to it. ✓
- Yields less ✓ return on investment. ✓	- Yields high ✓ return on investment. ✓
- Total amount of interest earned on investment ✓ is less. ✓	- Total amount of interest earned on investment ✓ is high. ✓
- Any other relevant answer related to simple interest.	- Any other relevant answer related to compound interest.
Sub-max. (4)	Sub-max. (4)

- NOTE:**
1. The answer does not have to be in a tabular format.
 2. The differences do not have to link but must be clear.
 3. Award a maximum of FOUR (4) marks if the differences are not clear/Mark either simple interest or compound interest only.

Max. (8)

5.5 Functions of the Johannesburg Stock Exchange/JSE

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

Max. (10)

5.6 Conclusion

- Preference shares can be considered as a viable investment option as investors have various options to choose from. ✓✓
- Investing in fixed deposit enables small and large investors to invest in this form of investment option due to flexibility of the period of investment. ✓✓
- The knowledge of simple interest and compound interest will allow an investor to do further research on the latest development in investment opportunities. ✓✓
- Ordinary South African citizens have an opportunity to participate in the economy of the country by investing through the JSE. ✓✓
- Any relevant conclusion related to rights of preference shareholders/ impact of shares/fixed deposits/differences between simple interest and compound interest/functions of the JSE.

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

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Rights of preference shareholders	12	
Impact of forms of investments: <ul style="list-style-type: none"> ○ Shares ○ Fixed deposits 	16	
Differences between simple and compound interest	8	
Functions of the JSE	10	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if only some of the requirements are met.

Allocate 0 marks where requirements are not met at all.

QUESTION 6: BUSINESS ROLES (HUMAN RIGHTS, INCLUSIVITY AND ENVIROMENTAL ISSUES)**6.1 Introduction**

- The economic rights of employees are one of the fundamental rights contained in the Bill of Rights that should be respected in the workplace. ✓
- Employers have the responsibility of ensuring that the workplace environment is free of hazardous material to safeguard employee safety. ✓
- Successful businesses develop suitable strategies that are aimed at addressing different diversity issues in the workplace. ✓
- Diversity in the workplace means that employees are different in terms of age/race/gender/ethnic groups/disabilities. ✓
- Any other relevant introduction related to economic rights of employees/ responsibilities of employers in promoting human health and safety/dealing with disability/gender as diversity issues in the workplace/benefits of diversity. (Any 2 x 1) (2)

6.2 Economic rights of employees in the workplace

- Free from forced labour. ✓✓
- Free to accept /choose work. ✓✓
- Fair wages/Equal pay/Equal pay for work of equal value. ✓✓
- Reasonable limitation of working hours. ✓✓
- Right to participate in a legal strike. ✓✓
- Fair labour practice. ✓✓
- Safe/Health working conditions. ✓✓
- Join/Form trade unions. ✓✓
- Any other relevant answer related to the economic rights of employees in the workplace.

Max. (8)

6.3 Responsibilities of employers in promoting human health and safety

- Provide and maintain all the equipment ✓ that is necessary to perform the work. ✓
- Equipment must be used under the supervision ✓ of a designated trained worker. ✓
- Put systems in place ✓ to ensure that there will be no harmful impact on the health and safety of workers. ✓
- Reduce/Remove dangers to workers ✓ and provide personal protective clothing. ✓
- Employers must know where potential dangers might be ✓ and take measures to eliminate or limit the harm. ✓
- Ensure that the workers' health is not damaged by hazards ✓ resulting from production/processing /storage /transportation of materials or equipment. ✓
- Workers must be informed/instructed/and supervised ✓ to limit potential dangers to them. ✓/Emergency exit door signs should be visible ✓ to all employees. ✓
- Comply with safety laws ✓ which seek to promote a healthy working environment. ✓
- Any other relevant answer related to the responsibilities of employers in promoting health and safety in the workplace.

Max. (12)

6.4 Ways in which businesses could deal with diversity issues

6.4.1 Disability

- Businesses should provide employment opportunities ✓ for people who are physically challenged. ✓
- Employees should be trained on how to deal ✓ with colleagues with disabilities. ✓
- Businesses should be well informed on how to deal ✓ with physically challenged employees. ✓
- Accommodate people who are physically challenged ✓ by providing facilities/ramps for wheelchairs. ✓
- Ensure that workers with special needs are not marginalised/feel excluded ✓ from workplace activities. ✓
- Policies and programmes should accommodate the needs ✓ of people with disabilities. ✓
- Create an organisational culture/climate that is conducive ✓ for people with disabilities. ✓
- Businesses should bring in external experts ✓ to help with disability and accommodation issues. ✓
- Focus on skills/work performance of an employee with disabilities, ✓ rather than his/her disability. ✓
- Any other relevant answer related to ways in which businesses could deal with disability as a diversity issue in the workplace.

Sub-max. (8)

6.4.2 Gender

- Males and females should be offered ✓ equal employment opportunities. ✓
- Business directors should promote ✓ both men and women in managerial positions. ✓
- Women should be employed ✓ to comply with the EEA. ✓
- Targets may be set ✓ for gender equity in the business. ✓
- New appointments ✓ should be based on skills and ability. ✓
- Introduce affirmative action by ensuring that male and female employees ✓ are remunerated fairly/equally. ✓
- Any other relevant answer related to ways in which businesses could deal with gender as a diversity issue in the workplace.

Sub-max. (8)

Max. (14)

6.5 Benefits of diversity in the workplace

- Workforce diversity improves the ability of businesses to solve problems/innovate/cultivate diverse markets. ✓✓
- Employee's value each other's diversity and learn to connect/communicate across lines of difference. ✓✓
- Diversity in the workforce improves morale/motivation. ✓✓
- Employees demonstrate greater loyalty to businesses because they feel respected/accepted/understood. ✓✓
- Diversified workforce can give businesses a competitive advantage, as they can render better services. ✓✓
- Being respectful of differences/demonstrating diversity makes good business sense/improves profitability. ✓✓
- Diverse businesses ensure that their policies/practices empower every employee to perform at his/her full potential. ✓✓
- Stakeholders increasingly evaluate businesses on how they manage diversity in the workplace. ✓✓
- Employees from different backgrounds can bring different perspectives to businesses. ✓✓
- A diversified workforce stimulates debate on new/improved ways of getting things done. ✓✓
- Employees represent various groups and are therefore better able to recognise customer needs/satisfy consumers. ✓✓
- Businesses with a diverse workforce are more likely to have a good public image and attract more customers. ✓✓
- Any other relevant answer related to the benefits of diversity in the workplace.

Max. (12)

6.6 Conclusion

- Observing economic rights of employees in the workplace may promote a healthy relationship between employers and employees. ✓✓
- The employer should assess/control/address all the physical, chemical and biological factors present in the workplace to ensure human health and safety. ✓✓
- Dealing with diversity issues in the workplace such as disability and gender enables business to utilise the skills/knowledge/expertise of a diverse workforce. ✓✓
- Diversity in the workplace enables businesses to respond positively to the needs/queries of customers. ✓✓
- Any other relevant conclusion related to economic rights of employees/responsibilities of employers in promoting human health and safety/dealing with disability/gender as diversity issues in the workplace/benefits of diversity.

(Any 1 x 2) (2)

[40]

QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max. 32
Economic rights of employees in the workplace	8	
Responsibilities of employers in promoting human health and safety in the workplace	12	
Ways in which businesses could deal with diversity issues: ○ Disability ○ Gender	14	
Benefits of diversity in the workplace	12	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO – For each component:

Allocate 2 marks if all requirements are met.

Allocate 1 mark if only some of the requirements are met.

Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: 40

GRAND TOTAL: 150