DEPARTMENT OF EDUCATION

**NATIONAL
SENIOR CERTIFICATE**

GRADE 12

MARKS: 150

This marking guideline consists of 27 pages.

NOTES TO MARKERS

1. 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 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.

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

3.   A comprehensive marking guideline has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct, but:

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

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

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

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

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

7.   Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in the marking guideline. Only the total for each question should appear in the left-hand margin next to the appropriate question number.

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

9.   Correct numbering of responses to questions is recommended in SECTION A and B. However, if the numbering is incorrect, follow the sequence of the candidate's responses. Candidates will be penalised if the latter is not clear.

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

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

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

11.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance, candidates are also expected to support their responses with more depth, e.g. 'COIDA eliminates time and costs spent√ on lengthy civil court proceedings√, because the employer will not be liable for compensation to the employee for injuries sustained during working hours as long as it can be proved that the business was not negligent.'√

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

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

Cognitive verbs, such as:

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

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

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

14. **SECTION B**

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

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

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

14.3 If candidates are required to provide their own examples/views, brainstorm this to come up with alternative answers.

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

14.4.1 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 guideline)
- Explanation 1 mark (two marks will be allocated in Section C)

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

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

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

15. **SECTION C**

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

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

15.2   Insight consists of the following components:

Layout/Structure	Is there an introduction, paragraphs and a conclusion?	2
Analysis and interpretation	Is the candidate able to break down the question into headings/subheadings/interpret it correctly to show understanding of what is being asked? Marks to be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks): 1 (One 'A')	2
Synthesis	Are there relevant decisions/facts/responses made based on the questions? Marks to be allocated using this guide: No relevant facts: 0 (Two '-S') Some relevant facts: 1 (One '-S') Only relevant facts: 2 (No '-S') Option 1: **Only relevant facts: 2 marks (No '-S')** Where a candidate answers 50% or more (two to four sub-questions) of the question with only relevant facts; no '-S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis. Option 2: **Some relevant facts: 1 mark (One '-S')** Where a candidate answers less than 50% (only one sub-question) of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 3: **Some relevant facts: 1 mark (One '-S')** Where a candidate answers FOUR sub-questions, but one/two/three sub-questions with no relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 4: **No relevant facts: 0 mark (Two '-S')** Where a candidate answers less than 50% (only one sub-question) of the questions with no relevant facts; two '-S' appears in the left margin. Award a ZERO mark synthesis.	2
Originality	Is there evidence of one example per topic/subtopic 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 allocated for layout, if the headings 'INTRODUCTION and CONCLUSION are not supported by an explanation.**

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

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

15.5   Mark all relevant facts until the SUBMAX/MAX mark in a subsection has been attained. Write SUBMAX/MAX after maximum marks have been obtained but continue reading for originality "O".

15.6   At the end of each essay, indicate the allocation of marks for facts and marks for insight as follows: (L – Layout, A – Analysis, S – Synthesis, O – Originality) as in the table below.

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

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

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

15.9   If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the marking guideline.

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

              15.10.2   With effect from November 2015, the TWO marks will not necessarily appear at the end of each completed sentence. The ticks (✓) will be separated and indicated next to each fact, e.g. 'Product development is a growth strategy/√where business aim to introduce new products√ into existing markets.' ✓

                          This will be informed by the nature and context of the question, as well as the cognitive verb used.

15.11   With effect from November 2017, the maximum of TWO (2) marks for facts shown as headings in the memo, 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   B ✓✓
        1.1.2   A ✓✓
        1.1.3   C ✓✓
        1.1.4   A ✓✓
        1.1.5   C ✓✓

(5 x 2) (10)

1.2   1.2.1   management ✓✓
        1.2.2   graph ✓✓
        1.2.3   short-term ✓✓
        1.2.4   social ✓✓
        1.2.5   grievance ✓✓

(5 x 2) (10)

1.3   1.3.1   G ✓✓
        1.3.2   E ✓✓
        1.3.3   I ✓✓
        1.3.4   H ✓✓
        1.3.5   J ✓✓

(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 only the FIRST TWO answers only.

QUESTION 2: BUSINESS VENTURES

2.1 **Examples of non-insurable risks**
- Nuclear weapons/war/political disturbances✓
- 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 placing of orders and delivery✓
- Losses caused by the marketing malpractices of the business✓
- Changes in price levels from one place to another/Different prices in different places✓
- Any other relevant examples of non-insurable risks.

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

2.2 **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 other relevant answer related to the rights of preference shareholders.
							Max (4)

2.3 **Leadership**
2.3.1 **Leadership style from the scenario**
Transactional leadership style✓✓							**(2)**

Motivation
Management motivates their employees by rewarding them for meeting deadlines on time.✓							**(1)**

NOTE: Do not award marks for the motivation if the leadership style was incorrectly identified.
							Max (3)

2.3.2 **Role of personal attitude in successful leadership**
- Positive attitude releases✓ leadership potential. ✓
- A leader's good/bad attitude can influence✓ the success/failure of the business. ✓
- Leaders must know their strengths and weaknesses✓ to apply their leadership styles effectively. ✓
- Great leaders understand that the right attitude✓ will set the right atmosphere. ✓
- Leaders' attitude may influence✓ employees'/teams thoughts/behaviour. ✓
- Leaders should model the behaviour✓ that they want to see in team members. ✓
- Successful leaders consider the abilities/skills of team members✓ to allocate tasks/roles effectively. ✓
- Enthusiasm produces✓ confidence in a leader. ✓
- A positive attitude is critical for good leadership✓ because good leaders will stay with the task regardless of difficulties/challenges. ✓
- Successful employees and leaders have a constant desire to work✓ and achieve personal/professional success. ✓
- Leaders with a positive attitude know✓ that there is always more to learn/space to grow. ✓
- Any other relevant answer related to the role of personal attitude in successful leadership.

Max (6)

2.4   **Difference between insurance and assurance**

INSURANCE	ASSURANCE
- Based on the principle✓ of indemnity.✓	- Based on the principle✓ of security/certainty.✓
- The insured transfers the cost of potential loss✓ to the insurer at a premium.✓	- The insurer undertakes to pay an agreed sum of money after a certain period✓ has expired/on the death of the insured person, whichever occurred first.✓
- It covers a specified event✓ that may occur.✓	- Specified event is certainty✓, but the time of the event is uncertain.✓
- Applicable to short term insurance.✓	- Applicable to long term insurance.✓
Examples	Examples
- Property insurance/money in transit/theft/burglary/fire✓	- Life insurance/endowment policies/ retirement annuities✓
- Any other relevant answer related to insurance.	- Any other relevant answer related to assurance.
Sub max (2)	Sub max (2)

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

Max (4)

2.5   **Forms of ownership**
2.5.1 **Forms of ownership from the scenario**
       Non-profit company✓✓   (2)

2.5.2 **Advantages of a non-profit company**
       - Proceeds/surplus funds are used solely✓ for the primary objective of the organization/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.✓
       - The liability of the members✓ is limited✓
       - The non-profit company has continuity✓ of existence✓
       - 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 advantages of a non-profit company.
       NOTE: Accept relevant facts if the form of ownership was incorrectly
       identified as an answer in QUESTION 2.5.1.
                                                                                     Max (4)

2.6   **Factors that could contribute to the success and/or failure of a partnership**

2.6.1	SUCCESS AND/OR FAILURE	
Management	- Partners are actively involved in management✓ and may use the ideas of other partners. ✓	- Decision making can be time-consuming✓ as all partners have to be in agreement.✓
	- Not all partners need to be actively involved in management✓ and would rather appoint competent managers. ✓	- Some management tasks may be neglected✓, as one partner m ay leave it to others to complete. ✓
	- Partners have access to expertise of other partners✓ when difficult decisions have to be made.✓	- Partners may disagree on how to run the business✓, which may lead to tension between them.✓
		- Partners are agents of the partnership✓ and bad management decisions may be forced onto other partners.✓
		- Different personalities/ opinions✓ could lead to conflict/ disagreements. ✓
	- Any other relevant answer related to how management could contribute to the success of a partnership.	- Any other relevant answer related to how management could contribute to the failure of a partnership.

                                                                                     Max (4)

2.6.2	SUCCESS	AND/OR	FAILURE
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 in 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 answers do not have to be in tabular format.
2. Mark either the success and/or failure of EACH factor.

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

Max (6)
[40]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	3
2.2	4
2.3.1	3
2.3.2	6
2.4	4
2.5.1	2
2.5.2	4
2.6.1	4
2.6.2	4
2.7	6
TOTAL	40

QUESTION 3: BUSINESS ROLES

3.1   **Components of corporate social responsibility/CSR**
-   Environment✓
-   Ethical corporate social investment✓
-   Health and safety✓
-   Corporate governance✓
-   Business ethics✓
-   Employment equity✓
-   Supply chain/ Distribution channel✓
-   Employees and customers✓
-   Community✓
NOTE: Mark the first THREE (3) only.

(3 x 1) (3)

3.2   **Roles of health and safety representatives in protecting the workplace environment**
-   Ensure that protective clothing is provided /available to all workers. ✓✓
-   Identify potential dangers in the workplace. ✓✓
-   Investigating workers' complaints. ✓✓
-   Promote safety training so that employees may avoid potential dangers/act pro-actively. ✓✓
-   Initiate/Promote/Maintain /Review measures to ensure the health and safety of workers. ✓✓
-   Check/Monitor the effectiveness of health and safety measures with management.✓✓
-   Ensure that all equipment that is necessary to perform work are provided /maintained regularly.✓✓
-   Promote safety training so that employees may avoid potential dangers/act pro -actively.✓✓
-   Ensure that dangerous equipment is used under the supervision of trained/qualified workers. ✓✓
-   Ensure that workers' health and safety is not endangered by hazards resulting from production /processing/storage/transportation of material/equipment. ✓✓
-   Work together with the employer to investigate any accidents/complaints from the workers concerning health and safety in the workplace. ✓✓
-   Ensure that employers comply with COIDA.✓✓
-   Any other relevant answer related to roles of health and safety representatives in protecting the workplace environment.

Max (4)

3.3   **Diversity**
3.3.1 **Diversity issue from the scenario**
Disability✓ ✓   (2)

Motivation
JC trained their physically challenged employees on how to operate their new automated machinery. ✓   (1)
NOTE: Do not award marks for the motivation if the diversity issue was incorrectly identified.

Max (3)

3.3.2 **Benefits of diversity in the workplace**
- Workforce diversity improves the ability of a business✓ to solve problems/ innovate/ cultivate diverse markets. ✓
- Employees value each other's diversity✓ and learn to connect/communicate across lines of difference. ✓
- Diversity in the workforce✓ improves morale/motivation. ✓
- Employees demonstrate greater loyalty to the business✓ because they feel respected/accepted/ understood. ✓
- Diversified workforce can give businesses a competitive advantage✓, as they can render better services. ✓
- Being respectful of differences/demonstrating diversity✓ makes good business sense/improves profitability. ✓
- Diverse businesses ensure that its policies/practices✓ empower every employee to perform at his/her full potential. ✓
- Stakeholders increasingly evaluate businesses✓ on how they manage diversity in the workplace. ✓
- Employees from different backgrounds✓ can bring different perspectives to the business. ✓
- A diversified workforce stimulates debate✓ on new/improved ways of getting things done. ✓
- Employees represent various groups✓ and are therefore better able to recognize customer needs and 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 (6)

3.4 **Stages of team development**
Forming stage✓✓
- Individuals gather information and impressions about each other and the scope of the task and how to approach it. ✓
- Teams are comfortable and polite with each other during this stage. ✓
- People focus on being busy with routines, such as team organization e.g. who does what, when to meet each other, etc. ✓
- Any other relevant answer related to forming as a stage of team development.

Stage (2)
Discussion (1)
Sub max (3)

Storming✓✓
- Teams go through a period of unease/conflict after formation. ✓
- Different ideas from team members will compete for consideration. ✓
- Team members open up to each other and confront each other's ideas/ perspectives. ✓
- Tension/struggle/arguments occur and upset the team members/there may be power struggles for the position of team leader. ✓
- In some instances storming can be resolved quickly; in others, the team never l eaves this stage. ✓
- Many teams fail during this stage as they are not focused on their task. ✓

- This phase can become destructive for the team/will negatively impact on team performance, if allowed to get out of control. ✓
- This stage is necessary/ important for the growth of the team. ✓
- Some team members tolerate each other to survive this stage. ✓
- Any other relevant answer related to storming as a stage of team development.

<div align="right">
Stage (2)
Discussion (1)
Sub max (3)
</div>

Norming/Settling/Reconciliation✓✓
- Team members come to an agreement and reach consensus. ✓
- Roles and responsibilities are clear and accepted. ✓
- Processes/working style and respect develop amongst members. ✓
- Team members have the ambition to work for the success of the team. ✓
- Conflict may occur, but commitment and unity are strong. ✓
- Any other relevant answer related to norming as a stage of team development.

<div align="right">
Stage (2)
Discussion (1)
Sub max (3)
</div>

Performing stage/Working as a team towards a goal✓✓
- Team members are aware of strategies and aims of the team. ✓
- They have direction without interference from the leader. ✓
- Processes and structures are set. ✓
- Leaders delegate and oversee the processes and procedures. ✓
- All members are now competent, autonomous and able to handle the decision-making process without supervision. ✓
- Differences among members are appreciated and used to enhance the team's performance. ✓
- Any other relevant answer related to performing as a stage of team development.

<div align="right">
Stage (2)
Discussion (1)
Sub max (3)
</div>

Adjourning/Mourning stage✓✓
- The focus is on the completion of the task/ending the project. ✓
- Breaking up the team may be traumatic as team members may find it difficult to perform as individuals once again. ✓
- All tasks need to be completed before the team finally dissolves. ✓
- Any other relevant answer related to adjourning/mourning as a stage of team development.

<div align="right">
Stage (2)
Discussion (1)
Sub max (3)
</div>

NOTE: Mark the first TWO (2) only.

<div align="right">
Max (6)
</div>

3.5   **Nominal group technique**
3.5.1   **Problem-solving technique from the scenario**
        Nominal group technique ✓✓   **(2)**

3.5.2   **Advantages of the nominal group technique**
        - It provides time to think about the question in silence✓ before responding.✓
        - Each team member/ director has a chance to participate✓ without
          interference from other team members. ✓
        - Voting on the ideas is anonymous✓ and may be more reliable/ honest. ✓
        - Everyone in the group is given an opportunity to contribute to the
          discussion✓ while avoiding the likelihood of one person dominating the
          group process. ✓
        - Enables the group to generate and clarifies a large amount of ideas
          quickly✓ and democratically prioritizes them. ✓
        - It encourages participants to confront issues✓through constructive problem
          solving.✓
        - Strong technique for preventing conformity✓ to group pressure. ✓
        - Any other relevant answer related to the advantages of the nominal group
          technique as a problem solving technique.
        **NOTE: Accept relevant facts if the problem-solving technique was incorrectly
                 identified as an answer in QUESTION 3.5.1.**
                                                                                    Max (4)

3.6   **Challenges posed by abuse of work time**
        - It may result in many employees✓ often abusing wok time. ✓
        - Abuse of work time could result in losing customers✓ or not meeting the
          deadlines/conflict amongst workers.✓
        - Wasting time costs the business money✓ and affects productivity.✓
        - Abuse of work time results in a decline in profits✓ which could damage the
          financial wealth of the business. ✓
        - Effective customer services may not be rendered✓ resulting in the negative
          image of the business. ✓
        - Any other relevant answer related to how abuse of work time poses
          challenges to businesses.   **Max (6)**

3.7   **Contribution of time and effort in improving the well-being of communities**
        - Business should improve the general quality of life of their community such
          as invest in education. ✓✓
        - Ensure that the product they supply do not harm consumers/the environment.✓✓
        - Refrain from engaging in illegal/harmful practices such as employing
          children under the legal age/selling illegal substances, etc. ✓✓
        - Make ethically correct business decisions, e.g. not engage in
          unfair/misleading advertising, etc. ✓✓
        - Donate money to a community project/run a project to uplift the community.✓✓
        - Provide recreational/sport facilities to promote social cohesion/healthy
          activities.✓✓
        - Participate in community projects involving HIV/Aids/education/counselling/
          other meaningful causes. ✓✓
        - Any other relevant answer related to ways in which businesses can
          contribute time and effort in improving the well-being of communities.
                                                                                    Max (6)
                                                                                    [40]

BREAKDOWN OF MARKS	
QUESTION 3	MARKS
3.1	3
3.2	4
3.3.1	3
3.3.2	6
3.4	6
3.5.1	2
3.5.2	4
3.6	6
3.7	6
TOTAL	40

QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 **Leadership theories**
- Leaders and followers✓
- Situational leadership✓
- Transformational leadership/Transitional leadership✓
NOTE: Mark the first TWO (2) only.

(2 x 1) (2)

4.2 **Functions of the Johannesburg Securities Exchange/JSE**
- Gives opportunities to financial institutions, e.g. insurance companies invest their surplus funds in shares. ✓✓
- Serves as a barometer/indicator of economic conditions in South Africa. ✓✓
- Keeps investors informed by publishing share prices daily. ✓✓
- Acts as a link between investors and public companies. ✓✓
- Shares are valued and assessed by experts. ✓✓
- Small investors are invited to take part in the economy of the country through the buying/selling of shares. ✓✓
- Venture capital market is made possible on the open market. ✓✓
- Strict investment rules ensure a disciplined/orderly market for securities. ✓✓
- Raises primary capital by encouraging new investments in listed companies. ✓✓
- Mobilizes 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 and facilitates trading. ✓✓
- Enhances job creation and increases economic growth/development.√√
- Any other relevant answer related to the functions of the Johannesburg Securities Exchange/JSE.

Max (4)

4.3 **Calculation of compound interest**
Option 1
Year 1: R50 000 x 10% = R5 000✓
Year 2: R55 000 x 10% = R5 500✓
Year 3: R60 500 x 10% = R6 050✓
Total interest = R16 550✓

OR

Option 2
FORMULA: $P \times (1 + r)^n$✓
$R50\ 000 \times (1 + 10/100)^3$✓
$R50\ 000 \times (1.1)^3 = R66\ 550$✓
Total interest = R66 550 – R50 000✓
= R16 550✓

NOTE: 1. **Award full marks (4) if the correct answer is correct and no working are shown.**
2. **If formula and working were shown correctly, but the final answer is wrong, award a maximum of THREE (3) marks.**
3. **If the workings and the answer are incorrect, award a maximum of ONE mark for the correct formula.**

Max (4)

4.4 **Advantages of insurance for businesses**
- Transfers the risk from the business/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. ✓
- Businesses will be compensated for insurable losses, ✓ such as the destruction of property through fire. ✓
- Business' assets such as vehicles/equipment/buildings need to be insured✓ against damage and/or theft. ✓
- Businesses are protected against the loss of earnings✓, such as strikes by employees which may result in losses worth millions. ✓
- Protects businesses✓ against dishonest employees. ✓
- 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 the business/ beneficiaries. ✓
- Replacement costs for damaged machinery/equipment are very high, ✓ therefore insurance can reduce/cover such costs. ✓
- Protects businesses from claims made by members of the public✓ for damages that businesses are responsible for. ✓
- Protects businesses against losses✓ due to death of a debtor. ✓
- Any other relevant answer related to the advantages of insurance for businesses.

Max (6)

4.5 **Situations in which the democratic leadership style can be applied in the workplace**
This leadership style can be used when:
- Group members are skilled and eager to share their ideas. ✓✓
- The leader does not have all the information needed to make a decision and employees have valuable information to contribute. ✓✓
- Cooperation is needed between a leader and a team. ✓✓
- Decisions need to be looked at from several perspectives. ✓✓
- Small dynamic companies rely on innovative and creative ideas. ✓✓
- Any other relevant answer related to situations in which the democratic leadership style can be applied in the workplace. **Max (4)**

BUSINESS ROLES

4.6 **King Code principles for good corporate governance**
- Transparency✓
- Accountability✓
- Responsibility✓
NOTE: Mark the first TWO (2) only. **(2 x 1) (2)**

4.7 **Types of unethical business practices from statements**
4.7.1 Tax/Tax evasion✓✓
4.7.2 Unfair advertising✓✓ **(4)**

4.8 **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. ✓
- Complex business problems✓ may be solved. ✓
- Productivity increases as management/employees may quickly generate multiple ideas✓ which utilizes time and 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 and 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. ✓
- Managers/Employees have a feeling of great accomplishment✓ and they will not resist/obstruct the process once they solved a problem/contributed towards the success of the business. ✓
- Management/employees may keep up with fast changing technology✓ which may lead to an increased market share. ✓
- Stimulates initiative from 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 which may enhance growth. ✓
- Any other relevant answer related to the advantages of creative thinking in the workplace. **Max (6)**

4.9 **Link between social responsibility and triple bottom line**
4.9.1 **Element of triple bottom line from the scenario**
Planet/Environment✓✓ **(2)**

4.9.2 **Relationship between social responsibility and other two elements of 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.

Element (2)
Discussion (1)
Sub max (3)

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 lifestyle/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.

Element (2)
Discussion (1)
Sub max (3)

NOTE: 1. **Mark the first TWO (2) only.**
2. **Do not award marks for planet/environment as a triple bottom line element.**

Max (6)
[40]

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	2
4.2	4
4.3	4
4.4	6
4.5	4
4.6	2
4.7	4
4.8	6
4.9.1	2
4.9.2	6
TOTAL	40

TOTAL SECTION B: 80

SECTION C

Mark the FIRST question only.

QUESTION 5: BUSINESS VENTURES (PRESENTATION AND DATA RESPONSE)

5.1   **Introduction**
- A multimedia presentation provides guidelines on how to prepare a quality and memorable presentation. ✓
- PowerPoints and handouts can help to convey a large number of facts in a short time. ✓
- Choosing the most effective visual aids should capture the attention of the audience and support the logical flow of the presentation. ✓
- The presenter and the audience/exchange information during a presentation.✓
- Presenters should pre-empt questions that they might be asked after the presentation to respond to question about his presentation in a professional manner. ✓
- Any other relevant introduction related to aspects to consider when designing a multimedia presentation/the impact of power points and handouts as types of visual aids/factors considered by the presenter while presenting/handling feedback after a presentation.
                                                                                Any (2 x 1) (2)

5.2   **Aspects to consider when designing a multimedia presentation**
- Start with the text/headings 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 hyperlinks to allow quick access to other files/documents/ video clips. ✓✓
- Use legible font and 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 language and 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 to consider when designing a multimedia presentation.
                                                                                Max (8)

5.3   **Impact of visual aids**
5.3.1 **PowerPoint/Data projector**
        Positives/Advantages
- Graphic programmes have the capacity to convey ideas✓ and support what the presenter says. ✓
- Easy to combine✓ with sound/ video clips. ✓

- Simple/Less cluttered slides✓ may capture the interest of the audience. ✓
- Video clips can provide variety✓ and capture the attention of the audience. ✓
- Variation of colour/background/sound immediately captures the attention of the audience✓ and retains their interest throughout the presentation. ✓
- Slides should only be used✓ where they can enhance the facts or summarize information. ✓
- Any other relevant answer related to the positive impact/advantages of PowerPoint/data projector as a visual aid.

<div align="center">AND/OR</div>

Negatives/Disadvantages
- Unprofessional handling✓ of the data projector/PowerPoint presentation material✓may lead to irritation✓/may result in the audience losing interest.✓
- Less effective to people with visual impairments. ✓
- Simply reading off the slides ✓makes a presentation boring/meaningless. ✓
- Unable to show slides✓ without electricity/data projector. ✓
- Any other relevant answer related to the negative impact/disadvantages of PowerPoint/data projector as a visual aid.

<div align="right">Submax (6)</div>

5.3.2 **Handouts**
       Positives/Advantages
- Meaningful hand-outs may be handed out at the start of the presentation✓ to attract attention/encourage participation. ✓
- Notes/Hard copies of the slide presentation can be distributed at the end of the presentation✓ as a reminder of the key facts of the presentation. ✓
- It is easy to update handouts✓ with recent information or developments. ✓
- Notes may be compared with electronic slides✓ to validate the accuracy of information. ✓
- Extra information, e.g. contact details/price lists may be handed out✓ to promote the services of the business. ✓
- Useful information for improving the next presentation may be obtained✓, when the audience completes feedback questionnaires after the presentation. ✓
- Any other relevant answer related to the positive impact/advantages of handouts as a visual aid.

<div align="center">AND/OR</div>

Negatives/Disadvantages
- Handing out material at the start of the presentation✓ may distract/lose audience attention. ✓
- As it only summarizes key information✓, some details might be lost/omitted. ✓
- Printed material is expensive✓ and it is easy to lose hard copies. ✓
- Increases the risk of unauthorized duplication✓/use of confidential information. ✓
- Handouts cannot be combined with audio material✓, so it only focuses on the visual aspects of the support material. ✓
- Any other relevant answer related to the negative impact/disadvantages of handouts as a visual aid.

<div align="right">Submax (6)
Max (12)</div>

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

Max (14)

5.5   **Handling feedback after a presentation in a non-aggressive and professional manner**
- The presenter should stand throughout the feedback session. ✓✓
- Be polite/confident/courteous when responding to questions. ✓✓
- Ensure that each question/comment is clearly understood before responding/re-phrase questions if uncertain. ✓✓
- The presenter should first listen and then respond. ✓✓
- Provide feedback as soon as possible after the question was asked or after the session. ✓✓
- Be direct/honest/sincere when responding to questions. ✓✓
- Use simple language to support the examples used in the presentation. ✓✓
- Keep answers short and to the point. ✓✓
- Apologize/acknowledge his errors/mistakes if pointed out by the audience. ✓✓
- Encourage questions from the audience/investors. ✓✓
- Always address the questions and not the person. ✓✓
- Acknowledge good questions to motivate audience to ask more questions. ✓✓
- The presenter should not involve himself in a debate when responding to questions. ✓✓

- The presenter should not avoid the questions if he/she does not know the answer, but rather promise feedback on it. ✓✓
- Address the full audience/investors and not only the person who posed the question. ✓✓
- Any other relevant answer related to how the presenter should handle feedback after a presentation in a non-aggressive and professional manner.
Max (12)

5.6 **Conclusion**
- The multimedia presentation must be well designed to retain the attention of the audience. ✓✓
- PowerPoints allows the presenter to use images and audio-video to have a greater visual impact. ✓✓
- Handouts enable the audience to focus on the presentation without having to take notes. ✓✓
- A well-presented presentation creates a good impression and will attract potential investors. ✓✓
- Responding to questions in a non-aggressive and professional manner displays the level of experience and maturity of the presenter.✓✓
- Any other conclusion related to aspects to consider when designing a multimedia presentation/the impact of power points and handouts as types of visual aids/factors considered by the presenter while presenting/handling feedback after a presentation.
Any (1 x 2) (2)

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	
Aspects to consider when designing a multimedia presentation	8	
Impact of the following visual aids: o PowerPoint/Data projector o Handout	12	**Max 32**
Factors considered by the presenter while presenting	14	
Handling feedback in a non-aggressive and professional manner	12	
Conclusion	2	
INSIGT		
Layout	2	
Analysis	2	**8**
Synthesis	2	
Originality	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 (TEAM PERFORMANCE AND CONFLICT MANAGEMENT)

6.1   **Introduction**
- The characteristics of successful team performance can be used as guidelines for teams to maximize team performance. ✓
- Conflict is inevitable when employees of various backgrounds are brought together for a shared business purpose. ✓
- Businesses should deal with conflict as soon it arises to avoid having an escalation of issues between employees. ✓
- The businesses environment can be made unbearable when difficult employees are not dealt with.✓
- Any other relevant introduction that relates to the characteristics of successful team performance/causes of conflict in the workplace/handling conflict in the workplace/dealing with difficult employees in the workplace.
Any (2 x 1) (2)

6.2   **Characteristics of successful team performance**
- Successful teams share a common goal as team members are part of the process of setting goals for the group. ✓✓
- There is a climate of respect/trust and honesty. ✓✓
- Share a set of team values and implement group decisions. ✓✓
- Successful teams have sound intra-team relations. ✓✓
- Teams value the contributions of individual members and reach consensus on differences. ✓✓
- Team members enjoy open communication and deal with items of conflict immediately. ✓✓
- Teams are account able and m embers know the time frame for achieving their goals. ✓✓
- Teams pay attention to the needs of the individual team members. ✓✓
- Creates an environment where team members are given opportunities to develop so that team members grow and learn from the experience of working in a team. ✓✓
- Regular reviews of team processes and progress may detect/solve problems sooner. ✓✓
- Balance the necessary skills/knowledge/experience/expertise to achieve the objectives. ✓✓
- Any other relevant answer related to characteristics of successful team performance.
Max (10)

6.3   **Causes of conflict in the workplace**
- Lack of proper communication✓ between management and workers. ✓
- Ignoring rules/procedures may result✓ in disagreements and conflict. ✓
- Management and/or workers may have different ✓ personalities/backgrounds. ✓
- Different values/levels of knowledge/skills/experience✓ of managers/workers. ✓
- Little/no co-operation✓ between internal and/or external parties/ stakeholders. ✓

- Lack of recognition for good work✓, e.g., a manager may not show appreciation for extra hours worked to meet deadlines. ✓
- Lack of employee development✓ may increase frustration levels as workers may repeat errors due to a lack of knowledge/skills. ✓
- Unfair disciplinary procedures✓ such as favouritism/nepotism. ✓
- Little/no support from management✓ with regards to supplying the necessary resources and providing guidelines. ✓
- Leadership styles used✓, e.g., autocratic managers may not consider workers inputs. ✓
- Unrealistic deadlines/Heavy workloads✓ lead to stress resulting in conflict.✓
- Lack of agreement on mutual matters✓ such as remuneration/working hours. ✓
- Unhealthy competition/Inter-team rivalry✓ may cause workers to lose focus on team targets. ✓
- Lack of commitment/Distracted by personal objectives✓ which may lead to an inability to meet pre-set targets. ✓
- Constant changes✓ may cause instability. ✓
- Lack of clarity✓ regarding employees' roles and responsibilities. ✓
- Any other relevant answer related to causes of conflict in the workplace.

Max (14)

6.4   **Handling conflict in the workplace**
- Acknowledge that there is conflict✓ in the workplace. ✓
- Identify the cause✓ of the conflict. ✓
- Arrange pre-negotiations where workers/complainants✓ will be all owed to state their case/ views separately. ✓
- Arrange a time and place for negotiations✓ where all employees involved are present. ✓
- Arrange a meeting✓ between conflicting employers/employees. ✓
- Make intentions for intervention✓ clear so that parties involved may feel at ease. ✓
- Each party has the opportunity✓ to express his/her own opinions/feelings/✓
- Conflicting parties may recognize✓ that their views are different during the meeting. ✓
- Analyze/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 and implement✓ the best possible solution(s). ✓
- Provide opportunities for parties✓ to agree on the solution. ✓
- Evaluate/Follow up✓ on the implementation of the solution(s). ✓
- Monitor progress to ensure✓ that the conflict has been resolved. ✓
- Source experts✓ on handling conflict from outside the business.✓
- Any other relevant answer related to how businesses should handle conflict in the workplace.

Max (12)

6.5 **Dealing with difficult employees in the workplace**
- Get perspective from others who have experienced the same kind of situation to be able to understand difficult employees. ✓✓
- Act pro-actively if possible, as a staff/personnel problem is part of a manager's responsibilities. ✓✓
- Regular meetings with supervisors/departmental heads should help to identify difficult/problem behaviour. ✓✓
- Ask someone in authority for their input into the situation. ✓✓
- Identify the type of personality which is creating the problem. ✓✓
- Meet privately with difficult employees, so that there are no distractions from other employees/issues. ✓✓
- Make intentions and reasons for action known, so that difficult person/people feel at ease. ✓✓
- Employees should be told what specific behaviours are acceptable by giving details about what is wrong/unacceptable/ an opportunity to explain their behaviour. ✓✓
- A deadline should be set for improving bad/difficult behaviour. ✓✓
- The deadline date should be discussed with the difficult employee and his/her progress should be monitored/assessed prior to the deadline. ✓✓
- Guidelines for improvement should be given. ✓✓
- Do not judge the person but try to understand him/her/Understand his/her intentions and why he/she reacts in a certain way. ✓✓
- Keep communication channels open/encourage employees to communicate their grievances to management. ✓✓
- Build rapport/sound relations by re-establishing personal connection with colleagues. ✓✓
- Help difficult employees to be realistic about the task at hand/Be supportive of them and their issues. ✓✓
- Remain calm and in control of the situation to get the person(s) to collaborate/Don't become difficult yourself. ✓✓
- Treat people with respect, irrespective of whether they are capable/competent or not/Don't try to change them, rather see where you can use them effectively. ✓✓
- Sometimes it may be necessary to ignore and only monitor a difficult person/Take a step back and analyse the situation before you respond. ✓✓
- Identify and provide an appropriate support programme to address areas of weakness. ✓✓
- Any other relevant answer related to ways in which businesses can deal with difficult employees in the workplace.

Max (10)

6.6 **Conclusion**
- Managers should share the characteristics of successful team performance with the employees to allow the team to take full advantage of each team members' abilities. ✓✓
- Businesses that are aware of different causes of conflict develop systems to deal with each cause of conflict in the workplace. ✓✓
- Businesses should acknowledge employees' differences and develop strategies to deal with these differences. ✓✓

- Dealing with difficult personalities will enable businesses to find better ways to manage employees. ✓✓
- Any other relevant conclusion that relates to the characteristics of successful team performance/causes of conflict in the workplace/handling conflict in the workplace/dealing with difficult employees in the workplace.
Any (1 x 2) (2)

QUESTION 6: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	
Characteristics of successful team performance	10	
Causes of conflict in the workplace	14	**Max 32**
Handling conflict in the workplace	12	
Dealing with difficult employees in the workplace	10	
Conclusion	2	
INSIGT		
Layout	2	8
Analysis	2	
Synthesis	2	
Originality	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