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# **education**

Department:  
Education  
North West Provincial Government  
**REPUBLIC OF SOUTH AFRICA**

**NATIONAL SENIOR CERTIFICATE**

**GRADE 12**

**BUSINESS STUDIES P2  
SEPTEMBER 2023  
MARKING GUIDELINES**

**MARKS: 150**

**These marking guidelines consist of 26 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. For marking and moderation purposes, the following colours are recommended:

Marker:	Red
Internal Moderator:	Green
External Moderator:	Black/Blue
Provincial Moderator:	Pink

2. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question
3. A comprehensive marking guideline has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:
  - Uses a different expression from that which appears in the marking 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 responses provided by candidates, which are relevant within the context of a particular question, and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)
5. The word 'Sub-max' is used to facilitate the allocation of marks within a question or sub-question.
6. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts as well as for calculation and moderation purposes.
7. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in the marking guidelines. Only the total for each question should appear in the left-hand margin next to the appropriate question number.
8. In an indirect question, the theory as well as the response must be relevant and related to the question.

9. Correct numbering of answers to questions or sub questions is recommended in SECTIONS A and B. However, if the numbering is incorrect, follow the sequence of the candidate's responses. Candidates will be penalised if the latter is not clear.
10. No additional credit must be given for repetition of facts. Indicate with an 'R'.
11. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:
  - 11.1 When 'evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance, e.g. **Positive:** *'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, distinguish, differentiate, compare, tabulate, analyse, evaluate, critically evaluate (*list not exhaustive*) require a greater depth of understanding, application and reasoning. Therefore, the marks must be allocated more objectively to ensure that assessing is conducted according to established norms so that uniformity, consistency and fairness are achieved.
13. Mark only the FIRST answer where candidates offer more than one answer for SECTION B and C questions that require one answer.

## 14. SECTION B

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

**NOTE:**

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

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

- 14.3 If candidates are required to provide their own examples/views, brainstorm this at the school to finalise alternative answers.

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

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

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

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

- 14.4.2 If the number of facts required is not specified, the allocation of marks must be informed by the nature of the question and the maximum mark allocated in the marking 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	<b>Maximum: 32</b>
Content	
Conclusion	
Insight	<b>8</b>
<b>TOTAL</b>	<b>40</b>

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? Option 1: <b>Only relevant facts: 2 marks (No '-S')</b> 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: <b>Some relevant facts: 1 mark (One '-S')</b> 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: <b>Some relevant facts: 1 mark (One '-S')</b> 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: <b>No relevant facts: 0 mark (Two '-S')</b> 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
<b>TOTAL FOR INSIGHT:</b>		<b>8</b>
<b>TOTAL MARKS FOR FACTS:</b>		<b>32</b>
<b>TOTAL MARKS FOR ESSAY (8 + 32):</b>		<b>40</b>

**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 explanationX



- 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/marketing guideline to each question.
- 15.5 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".
- 15.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows: (L – Layout, A – Analysis, S – Synthesis, O – Originality) as in the table below.

CONTENT	MARKS
Facts	<b>32 (max.)</b>
L	<b>2</b>
A	<b>2</b>
S	<b>2</b>
O	<b>2</b>
<b>TOTAL</b>	<b>40</b>

- 15.7 When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of the same subheadings. Remember, headings and subheadings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought.  
(See MARK BREAKDOWN at the end of each question.)
- 15.8 If the candidate identifies/interprets the question INCORRECTLY, then he/she may still obtain marks for layout.
- 15.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the marking guideline.
- 15.10 15.10.1 Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.
- 15.10.2 With effect from November 2015, the TWO marks will not necessarily appear at the end of each completed sentence. The ticks (√) will be separated and indicated next to each fact, e.g. '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.
- 15.11 With effect from November 2017, the maximum of TWO (2) marks for facts shown as headings in the marking guidelines, will not necessarily apply to each question. This would also depend on the nature of the question.

**SECTION A****QUESTION 1**

- 1.1    1.1.1   D✓✓  
          1.1.2   B✓✓  
          1.1.3   D✓✓  
          1.1.4   A✓✓  
          1.1.5   C✓✓ (5 x 2)    (10)

- 1.2    1.2.1   Road Accident Fund✓✓  
          1.2.2   transformational✓✓  
          1.2.3   unethical✓✓  
          1.2.4   health and safety representatives✓✓  
          1.2.5   decision making✓✓ (5 x 2)    (10)

- 1.3    1.3.1   C✓✓  
          1.3.2   D✓✓  
          1.3.3   I✓✓  
          1.3.4   H✓✓  
          1.3.5   B✓✓ (5 x 2)    (10)

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

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
<b>TOTAL</b>	<b>30</b>



**SECTION B****Mark the answers to the FIRST TWO questions only.****QUESTION 2: BUSINESS VENTURES****2.1 Examples of non-verbal presentations**

- Tables✓
- Graphs/bar graph/line graph/histogram/pie graph/charts✓
- Diagrams✓
- Illustrations/Pictures/Photographs/Scenarios/Models
- Writtten/Business reports
- Flip charts✓
- Handouts/Print outs✓
- Slide shows/PowerPoint✓
- Any other relevant answer related to examples of non-verbal presentations.

**NOTE: Mark the first TWO (2) only.****(2 x 1) (2)****2.2 The functions of the Johannesburg Securities Exchange**

- Gives opportunities to financial institutions such as insurance companies to invest their surplus funds in shares.✓✓
- Serves as a barometer/indicator of economic conditions in South Africa.✓✓
- Keeps investors informed on share prices by publishing the 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.✓✓
- Mobilises the funds of insurance companies and other institutions.✓✓
- Raises primary capital by encouraging new investments in listed companies. ✓✓
- Regulates the market for dealing with shares.✓✓
- Plans, researches and advises on investment possibilities.✓✓
- Ensures that the market operates in a transparent manner.✓✓
- Provides protection for investors through tough regulations/rules.✓✓
- Encourages short term investments.✓✓
- Facilitates electronic trading of shares/STRATE.✓✓
- Any other relevant answer related to the functions of the Johannesburg Securities Exchange/JSE.

**Max (6)****2.3 Insurance****2.3.1 Average clause✓✓****Max (2)**

**2.3.2 Calculation of average clause**Insured amountMarket value  $\checkmark$  X Loss/Damage $\checkmark$ R400 000R500 000  $\checkmark$  X R100 000 $\checkmark$ = R80 000 $\checkmark\checkmark\checkmark\checkmark$ 

- NOTE:**
- 1. Award full marks (4) if the answer is correct and no workings are shown.**
  - 2. If the formula and workings 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)****2.4 The meaning of reinstatement**

- The insured is restored to the same financial position $\checkmark$  as before the loss occurred. $\checkmark$
- The insurer rebuilds/replaces the damaged property $\checkmark$  instead of paying out cash. $\checkmark$
- The principle of reinstatement may be applied $\checkmark$  if the item was over-insured. $\checkmark$
- Any other relevant answer related to the meaning of reinstatement.

**Max (4)****2.5 Presentation****2.5.1 Factors quoted from the scenario**

- She spoke with energy and enthusiasm
- June also kept the presentation short and simple

**(2 x 1) (2)**

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

**2.5.2 Areas of improvement that June should consider for her next presentation**

- The presenter should revise objectives that were not achieved. $\checkmark\checkmark$
- Humour should be used appropriately. $\checkmark\checkmark$
- Always be prepared to update/keep the information relevant. $\checkmark\checkmark$
- Reflect on any problem/criticism and avoid it in future presentations. $\checkmark\checkmark$
- Reflect on the time/length of the presentation to add remove content. $\checkmark\checkmark$
- Increase/Decrease the use of visual aids or replace/remove aids that did not work well. $\checkmark\checkmark$
- The presenter should reflect on the logical flow of the format/slides/application of visual aids. $\checkmark\checkmark$
- Analyse feedback from a presentation and incorporate/update/amend the presentation. $\checkmark\checkmark$
- Any other relevant answer related to the areas of improvement that June should consider for her next presentation.

**Max (6)**

**2.6 Contribution to the success and/or failure of a public company**

2.6.1	SUCCESS FACTORS	AND/OR	FAILURE FACTORS
<b>Capital</b>	- Large amounts of capital can be raised✓ as shares/debentures can be sold to the public/shareholders/no limit to the number of shareholders.✓		- Growth is limited✓ if sufficient capital cannot be raised.✓
	- Share capital clause in the memorandum of Incorporation (MOI)✓ may be changed to issue more shares.✓		- Raising extra capital may be difficult✓ if the economic climate is unfavourable.✓
	- The company can access long term capital✓ and therefore has good long term growth opportunities.✓		- Share prices change all the time✓ decreasing the value of shares.✓
	- A public company's shares are listed on the JSE✓ which gives the company exposure to more potential investors.✓		- An increase in the number of shares issued✓ may lead to more dividends paid out/less retained income from company profits.✓
	- Any other relevant answer related to how capital could contribute to the success of a public company.		- Any other relevant answer related to how capital could contribute to the failure of a public company.

**Max (4)**

2.6.2	SUCCESS FACTORS	AND/OR	FAILURE FACTORS
<b>Legislation</b>	- Procedures to form a public company have been simplified✓ by the new Companies Act 71 of 2008.✓		- Formation procedures are time consuming/complicated/expensive✓, as many legal documents need to be prepared/submitted.✓
	- Limited liability allows for greater risk taking✓, which may lead to growth of the business.✓		- High formation/establishment expenses✓ require large start-up capital.✓
	- Auditing of financial statements give shareholders the assurance that the business is properly managed✓ and supports raising additional finance.✓		- Annual audit of financial statements is costly✓ as auditors must be paid.✓
	- The company and its owners/(shareholders) are separate entities✓, which may encourage more people to join the company.✓		- If a public company does not comply with legislation✓, its license maybe withdrawn by the Companies and Intellectual Property Commission (CIPC).✓
	- A public company can benefit from government programmes✓ if they comply with the relevant legislation.✓		- Director's fees increase the company's expenses✓ which reduces the cash flow/net profit.✓

	- Personal liability of shareholders✓ does not affect the company's assets.✓	
	- Companies which comply with legislation✓ build a positive image/may attract investors.✓	
	- Continuity of existence✓ due to the legal personality of the company.✓	
	- Any other relevant answer related to how legislation could contribute to the success of a public	- Any other relevant answer related to how legislation could contribute to the failure of a public company.

**Max (4)****2.7 The impact of a state owned company****Positives/Advantages**

- Profits may be used✓ to finance other state departments/reduce taxes.✓
- Generates income✓ to finance social programs.✓
- Jobs are created✓ for all skills levels.✓
- Offer essential services✓ which may not be offered by the private sector.✓
- Prices are kept reasonable✓/create sound competition with the private sector to make services affordable to more citizens.✓
- Wasteful duplication of services✓ is eliminated.✓
- Planning can be coordinated✓ through central control.✓
- Any other relevant answer related to the advantages of state owned companies/SOC

**AND/OR****Negatives/Disadvantages**

- It often results in poor management✓ as the government is not always as efficient as the private sector.✓
- There is often inefficiency✓ due to the size of the business.✓
- It often has to rely✓ on government subsidies.✓
- A lack of incentives for employees to perform if there is an absence of other motivators✓ such as productivity bonuses.✓
- Government can lose money✓ through the business.✓
- A lack of incentives for employees to perform✓ if there is no share in the profit.✓
- Losses must be met✓ by the taxpayer.✓
- Shares are not freely tradable✓ making it difficult to raise capital.✓
- SOC's must follow strict regulations✓ for operations to raise capital.✓
- Financial statements must be audited, which is expensive.✓
- Any other relevant answer related to the disadvantages of state owned companies/SOC

**Max (6)**

**BREAKDOWN OF MARKS**

QUESTION 2	MARKS
2.1	2
2.2	6
2.3.1	2
2.3.2	4
2.4	4
2.5.1	2
2.5.2	6
2.6.1	4
2.6.2	4
2.7	6
<b>TOTAL</b>	<b>40</b>

**QUESTION 3: BUSINESS ROLES****3.1 Stages of team development**

- Forming✓
- Storming✓
- Norming/Settling/Reconciliation✓
- Performing/Working as a team towards a goal✓
- Adjourning/Mourning✓

**NOTE: Mark the first FOUR (4) only.****(4 x 1 ) (4)****3.2 Types of unprofessional business practice**

- 3.2.1 Abuse of work time✓✓
- 3.2.2 Sexual harassment✓✓
- 3.2.3 Unauthorised use of workplace funds and resources✓✓

**Max (6)****3.3 The correct procedure to deal with grievances in the workplace**

- An aggrieved employee must verbally report the incident/grievance to his/her supervisor/manager✓, who needs to resolve the issue within 3 to 5 working days.✓
- Should the employee and supervisor not be able to resolve the grievance✓, the employee may take it to the next level of management.✓
- The employee may move to a more formal process✓ where the grievance must be lodged in writing/completes a business grievance form.✓
- He/She must receive a written reply✓ in response to the written grievance.✓
- A grievance hearing/meeting must be held✓ with all relevant parties present.✓
- Minutes of the meeting must be recorded✓ and any resolution passed must be recorded on the formal grievance form.✓
- Should the employee not be satisfied with the outcome, then he/she could refer the matter✓ to the highest level of management.✓
- Top management should organise a meeting✓ with all relevant parties.✓
- Minutes of this meeting should be filed/recorded✓ and the outcome/decision must be recorded on the formal grievance form.✓

- Should the employee still not be satisfied, he/she may refer the matter to the CCMA✓ who will make a final decision on the matter.✓
- Any other relevant answer related to the correct procedure to deal with grievances in the workplace.

**Max (6)****3.4 Social responsibility****Socio-economic issues that pose a challenge from the scenario**

<b>SOCIO-ECONOMIC ISSUES</b>	<b>MOTIVATIONS</b>
1. Poverty✓✓	Wollie Construction is located in an area where the majority of people are dependent on government grants for their basic needs.✓
2. Unemployment✓✓	Many are struggling to find work due to a high level of illiteracy.✓
Submax (4)	Submax (2)

**NOTE:**

1. **Mark the first TWO (2) only.**
2. **Only award marks for the responses that are quoted from the scenario.**
3. **Do not award marks for the motivations if the socio-economic issues were incorrectly identified.**

**Max (6)****3.5 Relationship between social responsibility and triple bottom line****Profit/Economic✓**

- Triple Bottom line means that business 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.

Submax (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.✓
- Any other relevant answer related to the relationship between social responsibility and people/social as a triple bottom line element.

Submax (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.

Submax (2)

**Max (6)**



**3.6 The 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 utilises 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 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 investors.✓
- Business 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)****3.7 Dealing with tax evasion**

- Value Added Tax/VAT needs to be charged on VAT-able items.✓✓
- Submit the correct tax returns to SARS on time.✓✓
- All products should be correctly invoiced and recorded.✓✓
- Disclose all sources of income for tax purposes.✓✓
- Keep abreast with the latest SARS regulations and tax laws.✓✓
- Business that have evaded tax should apply for amnesty and declare their income.✓✓
- Effective systems to determine the appropriate amount of tax to be paid should be in place.✓✓
- Businesses should keep accurate records of income statements/financial transactions.✓✓
- The employees' payroll needs to reflect accurate deductions according to the progressive tax system.✓✓
- Make sure that all financial records are checked and audited.
- Any other relevant answer related to ways in which businesses could deal with tax evasion as a type of unethical business practice in the workplace.

**Max (6)  
[40]**

**BREAKDOWN OF MARKS**

QUESTION 3	MARKS
3.1	4
3.2.1	2
3.2.2	2
3.2.3	2
3.3	6
3.4	6
3.5	6
3.6.	6
3.7	6
<b>TOTAL</b>	<b>40</b>

**QUESTION 4: MISCELLANEOUS TOPICS****BUSINESS VENTURES****4.1 FOUR types of Unemployment Insurance Fund (UIF) benefits.**

- Unemployment✓
- Maternity✓
- Sick/Illness/Disability✓
- Adoption✓
- Dependants✓
- Temporary Employer/Employee Relief Scheme (TERS)✓
- Any other relevant answer related to types of UIF benefits.

**NOTE: Mark the first FOUR (4) only.****(4 x 1) (4)****4.2. Types of shares.****4.2.1 Type of shares identified from the scenario**

Preference shares✓✓

**(2)****4.2.2 Other rights of preference shareholders**

- A fixed rate of return is paid✓ on this type of shares.✓
- Shareholders have a preferred claim✓ on company assets in the event of bankruptcy/liquidation.✓
- These shares enjoy preferential rights to dividends/repayment✓ over ordinary shares.✓
- Dividends are payable according to the type✓ of preference share.✓
- Any other relevant answer related to other rights of preference shareholders.

**NOTE: Do not accept rights of preference shareholders quoted from the scenario.****Max (4)****4.3 Differences between management and leadership**

MANAGEMENT	LEADERSHIP
- Guides human behaviour.✓✓	- Influences human behaviour.✓✓
- Communicates through management functions such as the line function.✓✓	- Communicates by means of interaction/behaviour/vision/values/charisma.✓✓

- Administers plans/programs/tasks to reach targets.√√	- Innovates/Encourages new ideas to increase productivity.√√
- Controls systems and procedures to get the job done.√√	- Inspires staff to trust and support each other.√√
- Does things right.√√	- Does the right things.√√
- Focuses on how and when.√√	- Focuses on what and why.√√
- Focuses on the short or medium term.√√	- Focuses on the horizon or long term.√√
- A person becomes a manager because of the position in which he/she is appointed.√√	- Leaders are born with natural/instinctive leadership skills.√√
- Manages the process of getting things done by exercising responsibility.√√	- Guides/Leads people to become active participants.√√
- Managers have power because of the position of authority into which they are appointed.√√	- Leaders have influence because of his/her knowledge/skills/intelligence.√√
- Enforce rules on subordinates. /Ensure that tasks are completed.√√	- Always trying to find more efficient ways of completing tasks.√√
- Instructional in their approach.√√	- Motivational/Inspirational in their approach.√√
- Task orientated, ensuring the job gets done.√√	- People orientated, thus putting employees first.√√
- Manage by planning/organising/leading/control.√√	- Lead by example/trust/respect.√√
- Managing the process of getting things done by exercising authority.√√	- Always trying to find more efficient ways of completing tasks.√√
- Follows the plans to reach targets.√√	- Promotes creativity to improve productivity levels.√√
- Focusses on the processes involved in the production process.√√	- Focuses on the potential of employees.√√
- Any other relevant answer related to management.	- Any other relevant answer related to leadership.
Submax (2)	Submax (2)

- 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 TWO (2) marks if the distinction is not clear/Mark either management or leadership only.

**Max (4)**

#### 4.4 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 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.✓✓
- Any other relevant answer related to the aspects that should be considered when designing a multimedia presentation.

**Max (6)****BUSINESS ROLES****4.5 Social rights of employees in the workplace**

- Clean water✓
- Education✓
- Protection✓
- Health care✓

**NOTE: Mark the first THREE (3) only.****(3 x 1) (3)****4.6 Advantages of force-field analysis**

- Provides a visual summary of all the various factors✓ supporting and opposing a particular idea.✓
- Informed decisions can be made✓ as forces for and against are critically evaluated.✓
- Enables businesses to strengthen the driving forces✓ and weaken restraining forces.✓
- Enables businesses to have an idea of the timeline required✓ and the requirements for additional resources.✓
- Any other relevant answer related to the advantages of force-field analysis in solving complex business problems.

**Max (6)****4.7 Team performance****4.7.1 Criteria for successful team performance from the scenario**

Shared values/Mutual trust and support✓✓

Submax (2)

**Motivation**

SB encourages its staff to always respect and trust one another despite differences that may exist among employees.

Submax (1)

**Max (3)****4.7.2 Communication as criteria for successful team performance**

- A clear set of processes/procedures for team work✓ ensures that every team member understands his/her role.✓
- Efficient/Good communication between members✓ may result in quick decisions.✓
- Quality feedback improves✓ the morale of the team.✓
- Open/Honest discussions lead✓ to ensure that goals/targets are reached.✓
- Any other relevant answer related to communication as one of the criteria for successful team performance.

**OR**

**Interpersonal attitudes and behaviour**

- Members have a positive attitude of support and motivation✓ towards each other.✓
- Good/sound interpersonal relationships✓ will ensure job satisfaction/increase productivity of the team.✓
- Team members work together passionately✓ to achieve a common goal.✓
- Team leader acknowledges/gives credit to members✓ for positive contributions.✓

**OR****Co-operation/Collaboration**

- Each team member knows exactly what they are expected to do✓ because the goals are clear/realistic.✓
- Team members are willing to work with one another✓ in pursuit of the goals of the team.✓
- Cooperate with management✓ to achieve team/business objectives.✓
- All members take part✓ in decision making.✓

**NOTE: Mark the FIRST criteria for team performance only.****Max (4)****4.8 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/promote strategies to ensure that all employees are treated equally regardless of status/rank/power.✓✓
- Treat workers with respect/dignity by recognising work well done/the value of human capital. ✓✓
- Plan properly and put preventative measures in place.✓✓
- Pay fair wages/salaries which are in line with the minimum requirements of the BCEA/Remunerate employees for working overtime/during public holidays.✓✓
- Engage in environmental awareness programmes/Refrain from polluting the environment, e.g. by legally disposing of toxic waste. ✓✓
- Refrain from starting a venture using other businesses' ideas that are protected by law. ✓✓
- Business decisions and actions must be clear/transparent to all stakeholders. ✓✓
- Businesses should be accountable /responsible for their decisions and actions/patent rights. ✓✓
- Hire honest/trustworthy accountants/financial officers with good credentials.✓✓
- Regular/Timeous payment of taxes.✓✓
- All workers should have access to equal opportunities/positions/resources.✓✓
- Ensure that employees work in a work environment that is conducive to safety/fairness/free of embarrassment. ✓✓
- Employers and employees need to comply with legislation with regard to equal opportunities/human right in the workplace. ✓✓
- Training/Information/Business policies should include issues such as diversity/discrimination/harassment. ✓✓
- Employers should respond swiftly and fairly to reported incidents of discrimination in the workplace.✓✓

- Orders/Tasks should be given respectfully and allow the recipient/employee to have a say in the way the task should be performed. √√
- Draw up a code of ethics/conduct. √√
- On-going development and training for all employees. √√
- Performance management systems/Appraisals should be in place. √√
- Adequate internal controls/monitoring/evaluation. √√
- Any other relevant answer related to ways in which professional, responsible, ethical and effective business practice should be conducted.

**Max (4)****BREAKDOWN OF MARKS**

<b>QUESTION 4</b>	<b>MARKS</b>
<b>4.1</b>	<b>4</b>
<b>4.2.1</b>	<b>2</b>
<b>4.2.2</b>	<b>4</b>
<b>4.3</b>	<b>4</b>
<b>4.4</b>	<b>6</b>
<b>4.5</b>	<b>3</b>
<b>4.6</b>	<b>6</b>
<b>4.7.1</b>	<b>3</b>
<b>4.7.2</b>	<b>4</b>
<b>4.8</b>	<b>4</b>
<b>TOTAL</b>	<b>40</b>

**TOTAL SECTION B: 80**



**SECTION C****Mark the answers to the FIRST question only.****QUESTION 5: BUSINESS VENTURES (MANAGEMENT AND LEADERSHIP)****5.1 Introduction**

- The personal attitude of managers and leaders play an important role in promoting a good team spirit in the workplace.✓
- The situational leadership theory enables leaders/managers to address/manage certain situations.✓
- The democratic leadership may make employees feel more involved in decision making.✓
- Transactional leaders focus on the performance of the employees to measure their effectiveness.
- Any other relevant introduction related to the role of personal attitude in successful leadership/situational leadership/impact of democratic leadership style/application of the transactional leadership style.

**Any (2 x 1) (2)****5.2 Role of personal attitude in successful leadership**

- Positive attitude releases leadership potential for personal growth.✓✓
- A leader's good attitude can influence the success of the business.✓✓
- Leaders must know their strengths and weaknesses to apply their leadership styles effectively.✓✓
- Great leaders understand the right attitude will set the right atmosphere.✓✓
- Leaders' attitude may influence employees'/teams' thoughts/behaviour.✓✓
- Leaders should model the behaviour that they want to see in team members.✓✓
- Successful leaders consider the abilities/skills of team members to allocate tasks/roles effectively.✓✓
- Enthusiasm produces confidence in a leader and inspires them to work even harder.✓✓
- A positive attitude is critical for good leadership because good leaders will stay with the task regardless of difficulties/challenges.✓✓
- Successful leaders and employees 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 (12)****5.3 Situational leadership theory**

- Different leadership characteristics✓ are needed for different situations.✓
- The task/situation dictates the leadership style that should be applied✓, so leaders are adaptable/flexible/self-assured.✓
- Effective application of this theory may enable leaders✓ to accomplish their goals.✓
- Relationships between leaders and employees✓ are based on mutual trust/respect/loyalty/integrity/honesty.✓
- Leaders have the ability to analyse the situation/get the most suitable people in the right positions✓ to complete the task successfully.✓

- Leaders analyse group members/objectives/time constraints✓, to adopt a suitable/relevant leadership style.✓
- The success of this theory depends on the kind of relationship that exists✓ between the leader and followers/subordinates/employees.✓
- May lead to conflict✓ when leaders use different leadership styles/when managing employees in different situations.✓
- Any other relevant answer related to the situational leadership theory.

**Max (10)****5.4 Impact of democratic leadership style on businesses****5.4.1 Democratic leadership style****Positives/Advantages**

- The leader allows the employees to participate in the decision-making process,✓ so they feel empowered/positive.✓
- Staff gives a variety of ideas/inputs/feedback/viewpoints✓ that can lead to innovation/improved production methods/increased sales.✓
- Clear/Two-way communication ensures group commitment✓ to final decision(s).✓
- Authority is delegated which can motivate/inspire workers✓ to be more productive.✓
- Complex decisions can be made✓ with inputs from specialists/skilled workers.✓
- Any other relevant answer related to the positive impact/advantages of the democratic leadership style on businesses.

**AND/OR****Negatives/Disadvantages**

- Incorrect decisions may be made✓ if staff is inexperienced/not fully informed.✓
- Decision-making may be time consuming✓ because stakeholders have to be consulted.✓
- Employees may feel discouraged✓ if their opinions/inputs are not considered.✓
- Leaders can rely too much on the input of followers✓ and fail to make a final decision.✓
- Not effective in times of crisis/when quick decisions✓ need to be made.✓
- Some employees only pretend to be part of decision making✓ and their feedback may not always be accurate.✓
- Any other relevant answer related to the negative impact/advantages of the democratic leadership style on businesses.

**Max (16)****5.5 Situations in which the transactional leadership style can be applied**

This leadership style can be applied when:

- The leader wants employees to exceed target levels.✓✓
- The business wants to maximise employee performance.✓✓
- Deadlines have to be met on short notice/ under pressure. ✓✓
- Employees have a low morale. ✓✓
- The strategies/business structures are clear and do not have to change✓✓
- Any other relevant answer related to situations in which the laissez-faire/free reign leadership style can be applied in the workplace.

**Max (8)**

**5.6 Conclusion**

- A leader who has a positive attitude is able to see beyond the current situation and plan ahead of time.√√
- Leaders must be well conversant with the situational leadership theory in order to lead people effectively in the workplace.√√
- Leaders who know the application of various leadership styles may be able to select the best leadership style that is relevant to the situation.√√
- Any other relevant conclusion related to the role of personal attitude in successful leadership/situational leadership/impact of democratic & transactional leadership styles/application of the laissez faire/free reign leadership style.

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

**QUESTION 5: BREAKDOWN OF MARK ALLOCATION**

DETAILS	MAXIMUM	TOTAL
Introduction	2	<b>Max 32</b>
Role of personal attitude in successful leadership	12	
Situational leadership theory	10	
Impact of democratic leadership style	16	
Situations in which the transactional leadership style can be applied	8	
Conclusion	2	
<b>INSIGHT</b>		<b>8</b>
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
<b>TOTAL MARKS</b>		<b>40</b>

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 ENVIRONMENTAL ISSUES)**

**6.1 Introduction**

- Economic rights are one of the fundamental rights contained in the Bill of Rights that should be respected in the workplace.✓
- Economic rights form part of human rights that must be observed in the workplace. ✓
- Business operations may have a negative impact on the environment if there are no preventative measures put in place. ✓
- Diversity in the workplace means that employees are different in terms of age/race/gender/ethnic groups/disabilities etc.✓
- Successful businesses develop suitable strategies that are aimed at addressing different diversity issues in the workplace.✓
- Any other relevant introduction related to employees' economic rights/roles of the health and safety representatives/benefits of diversity/dealing with diversity issues in the workplace.

**Any (2 x 1) (2)**

**6.2 The economic rights of employees in the workplace**

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

**Max (8)**

**6.3 Ways in which businesses could protect the environment and human health**

- Laws and regulations should be adhered to✓ so that profits are not generated at the expense of the environment.✓
- Pollution and other environmental issues should be considered in all business activities✓ such as safe disposal of waste/dumping of toxic waste.✓
- Become involved✓ in environmental awareness programmes.✓
- The environment can be protected by altering production techniques✓ in favour of cleaner and greener technologies.✓
- Water for human consumption should be tested✓ before it is used.✓
- Promote nature conservation✓ by looking after natural resources.✓
- Minimise pollution✓ by re-using, reducing and recycling.✓
- Reduce consumption of goods/services✓ which are environmentally unfriendly.✓
- Register/Engage with recognised institutions/bodies✓ that promote 'green peace'.✓
- Physical working conditions such as adequate lighting/ventilation✓ should be available and functional.✓
- Machines must be serviced/maintained✓ regularly.✓

- Educate employees✓ about hygiene issues/Covid19 regulations and guidelines.✓
- Encourage employees✓ to do regular health checks.✓
- Conduct regular inspections on building and machinery✓ to minimise potential dangers to human health.✓
- Any other relevant answer related to ways in which businesses could protect the environment and human health in the workplace.

**Max (12)****6.4 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 recognise 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 (14)****6.5 Ways in which businesses can deal with diversity issues in the workplace****6.5.1 Dealing with poverty in the workplace**

- Businesses should employ people from different socio-economic backgrounds/status.✓✓
- Reward employees for services well rendered.✓✓
- Ensure that the prices of products are affordable for the identified consumer market.✓✓
- Offer subsidised meals/canteen facilities on the premises.✓✓
- Supply free uniforms to employees for safety purposes.✓✓
- Train all employees so they can be able to deal with retrenchment.✓✓
- Train some unemployed people from local communities as part of a businesses's CSI projects.✓✓
- Any other relevant answer related to ways in which businesses could deal with poverty as a diversity issue in the workplace.

**Submax (6)**

**6.5.1 Dealing with disability in the workplace**

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

Submax (6)

**Max (12)****6.6 Conclusion**

- Observing economic rights of employees in the workplace may promote a healthy relationship between employers and employees.✓✓
- The health and safety representatives should be provided with assistance/training needed to perform their duties effectively.✓✓
- Diversity in the workplace enables businesses to respond positively to the needs/queries of customers.✓✓
- Dealing with diversity issues in the workplace enables businesses to utilise the skills/knowledge/expertise of a diverse workforce.✓✓
- Any other relevant conclusion related to employees' economic rights/roles of the health and safety representatives/benefits of diversity/dealing with diversity issues in the workplace.

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



**QUESTION 6: BREAKDOWN OF MARK ALLOCATION**

DETAILS	MAXIMUM	TOTAL
Introduction	2	<b>Max 32</b>
The economic rights of employees in the workplace	8	
Ways businesses could protect the environment and human health	12	
Benefits of diversity in the workplace	14	
Ways in which businesses can deal with diversity issues in the workplace	12	
Conclusion	2	
<b>INSIGHT</b>		<b>8</b>
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
<b>TOTAL MARKS</b>		<b>40</b>

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**