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NATIONAL SENIOR CERTIFICATE

GRADE 12

SEPTEMBER 2025

BUSINESS STUDIES P2 MARKING GUIDELINE

MARKS: 150

This marking guideline consists of 28 pages.



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NOTES TO MARKERS**PREAMBLE**

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

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

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

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

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

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

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

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

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

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

Cognitive verbs, such as:

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

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

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

13. SECTION B

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

NOTE:

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

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

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

13.4 Use of the cognitive verbs and allocation of marks:

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

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

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

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

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

14. SECTION C

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

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

14.2 Insight consists of the following components:

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

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

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

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

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

SECTION A**QUESTION 1**

- 1.1 1.1.1 B √√
 1.1.2 C √√
 1.1.3 B √√
 1.1.4 C √√
 1.1.5 A √√ (5 x 2) (10)
- 1.2 1.2.1 average √√
 1.2.2 continuity √√
 1.2.3 social responsibility √√
 1.2.4 grievance √√
 1.2.5 cultural √√ (5 x 2) (10)
- 1.3 1.3.1 J √√
 1.3.2 H √√
 1.3.3 E √√
 1.3.4 B √√
 1.3.5 C √√ (5 x 2) (10)

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

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30



SECTION B**Mark the FIRST TWO answers only.****QUESTION 2: BUSINESS VENTURES****2.1 Examples of short-term insurance**

- Property insurance ✓
- Money in transit ✓
- Theft ✓
- Burglary ✓
- Fire ✓
- Any other relevant answer related to the examples of short-term insurance.

NOTE: Mark the first FOUR (4) only. (4 x 1) (4)**2.2 Functions of the Johannesburg Securities Exchange/JSE**

- Gives opportunities to financial institutions such as insurance companies to invest their 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 available 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 listed on companies. ✓✓
- Regulates the market for trading shares. ✓✓
- Plans, researches and advises on investment possibilities. ✓✓
- Ensures that the market operates in a transparent manner. ✓✓
- Provides protection for investors through strict rules/legislation ✓✓
- Encourages short-term investment as shares can be sold at any time. ✓✓
- Facilitates electronic trading of shares/STRATE/ Channels financial resources into productive economic activities. ✓✓
- Enhance job creation and increase economic growth/ development. ✓✓
- Any other relevant answer related to the functions of Johannesburg Stock Exchange (JSE)

Max. (6)**2.3 Leadership theory**

2.3.1 Situational leadership theory ✓✓ (2)

2.3.2 Leaders and followers' leadership theory ✓✓ (2)

2.4 Aspects that should be considered when designing a multimedia presentation

- Start with the heading/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 or create graphics ✓ to assist the information which is conveyed. ✓
- Add special effects /sound/pictures/ animation ✓ to make it interesting for the audience. ✓
- Create hyperlink ✓ to allow quick access to other files/documents/video clips. ✓
- Use legible font size ✓ so that it is easy to see/read. ✓
- Keep slides/images/graphs/font simple ✓ by not mixing different styles/colours. ✓
- Make sure there are no languages ✓ 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 that should be considered when designing a multimedia presentation.

Max. (6)

2.5 Visual aids from the scenario

VISUAL AIDS	MOTIVATIONS
1. Slide shows ✓✓	He used slides that were projected on a screen. ✓
2. Handouts/Flyers/Brochures ✓✓	He also provided the audience with hard copies of his presentation at the beginning of the session. ✓
Sub-max. (4)	Sub-max. (2)

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

Max. (6)

2.6 Contribution of legislation to the success and/or failure of private company

	SUCCESS FACTORS	FAILURE FACTORS
Legislation	- Procedures to form a private company ✓ have been simplified by the new Companies Act. No. 71 of 2008. ✓ - Limited liability allows for greater risk-taking ✓ which may lead to the growth of the business. ✓ - Auditing of financial statements (if required) gives shareholders the assurance ✓ that the business is being properly managed and supports raising additional capital. ✓ - There is no longer a limit on the number of shareholders ✓ in private company. ✓ - Personal liability of shareholders ✓ does not affect the company's assets. ✓ - Any other relevant answer related to the contribution of legislation to the success of a private company.	- Formation procedure is time consuming, and expensive, ✓ as many legal documents need to be prepared and submitted. ✓ - High formation/establishment expenses ✓ require large start-up capital. ✓ - Annual audit of financial statements (if required) ✓ is costly. ✓ - If a private company does not comply with legislation, ✓ its licence may be withdrawn by the Companies and Intellectual Property Commission (CIPC). ✓ - Any other relevant answer related to the contribution of legislation to the failure of private company.
	Sub-max. (2)	Sub-max. (2)

- NOTE:**
- 1 The answer does not have to be in tabular format.
 - 2 The difference do not have to link but must be clear.
 - 3 Award a maximum of TWO (2) marks if the differences are not clear/Mark either success or failure.

Max. (4)



	SUCCESS FACTORS	FAILURE FACTORS
Capital	- Large amount of capital can be raised ✓ since there are no limits on the number of shareholders. ✓ / More capital can be raised by issuing a share to shareholders. ✓ - The company can access long term capital ✓ and therefore has good long term growth opportunities. ✓ - Even though shares are not freely transferable ✓ large private companies can raise a considerable amount of capital. - Any other relevant answer related to the contribution of capital to the success of a private company.	- It cannot grow into very large business ✓ since it cannot invite the public to buy shares. ✓ - Restrictions on the transferability of shares ✓ may not attract financially strong investors. ✓ - A large amount of capital cannot be obtained ✓ as the capital contribution is only limited to private shareholders. ✓ - Any other relevant answer related to the contribution of capital to the failure of private company.
	Sub-max. (2)	Sub-max. (2)

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

2.7 The role of a personal attitude in a 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 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 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 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 a successful leadership.

Max. (6)**BREAKDOWN OF MARKS**

QUESTION 2	MARKS
2.1	4
2.2	6
2.3.1	2
2.3.2	2
2.4	6
2.5	6
2.6.1	4
2.6.2	4
2.7	6
TOTAL	40



QUESTION 3: BUSINESS ROLES**3.1 Examples of professional behaviour**

- Respecting yourself and others, for example, being on time for work and appointments. ✓
- Using polite language with colleagues and clients. ✓
- Good use of work time and setting high standards in all areas of your job. ✓
- Keeping clients' details confidential/Not using clients' information for personal gain. ✓
- Treating all colleagues and clients the same. ✓
- Taking responsibility for your actions, for example, admitting your mistakes. ✓
- Exercising reasonable work morale and self-motivation. ✓
- Any other relevant answer related to the examples of professional behaviour.

NOTE: Mark the first (4) only**(4 x 1) (4)****3.2 Responsibilities of employees in promoting health and safety in the workplace.**

- Workers should take care of their own health and safety in the workplace. ✓✓
- Co-operate and comply with the rules and procedures, e.g. wear prescribed safety clothing. ✓✓
- Report unsafe/unhealthy working conditions to the relevant authorities/management. ✓✓
- Report accidents to the employer by the end of the shift. ✓✓
- Use prescribed safety equipment. ✓✓
- Inform the employer of any illness that may affect the ability to work. ✓✓
- Any other relevant answer related to the responsibilities of employees in promoting health and safety in the workplace.

Max. (6)**3.3 3.3.1 Socio economic issues**

- Unemployment ✓
- HIV/Aids ✓

Max. (2)**Note: Mark the first TWO (2) only**

3.3.2 The impact of corporate social investment /CSI on businesses

Positives/Advantages

- May attract experienced employees /increased the pool of skilled labour ✓ which could increase productivity. ✓
- Positive /improved image ✓ as the business looks after employees / conducts itself in a responsible way. ✓
- A business may have a competitive advantage ✓ resulting in good publicity /an improved reputation. ✓
- Promotes customer loyalty ✓ resulting in more sales. ✓
- CSI projects ✓ may be used as a marketing strategy to promote their products. ✓
- The business enjoys the goodwill /support ✓ of communities. ✓
- CSI projects promote teamwork ✓ within business. ✓
- CSI helps to attract investors ✓ because of increase profits/income. ✓
- Gives business tax advantages ✓ such as tax reduction /rebates. ✓
- Assist in solving socio-economic issues ✓ like poverty/unemployment etc. ✓
- Any other relevant answer related to the positive impact /advantages of CSI on businesses.

AND/OR

Negatives/Disadvantages

- Business may not be supported /Customers may not buy their products /services ✓ resulting in a decrease in sales. ✓
- Small and medium enterprises find it difficult ✓ to implement CSI programmes. ✓
- Detailed reports must be drawn up, which can be time consuming. ✓
- Social spending reduces business /economic efficiency ✓ which makes it less competitive. ✓
- Social involvement is funded from business profits ✓ which could have been used to the benefit of customers /reduce prices. ✓
- CSI activities distract business focus ✓ from its core business functions. ✓
- Businesses find it difficult to adhere ✓ to legislations governing CSI. ✓
- It can increase financial risk, as programmes cost money ✓ and may impact negatively on profits. ✓
- It is difficult to accurately measure ✓ the effectiveness of social investment. ✓
- It is not easy to determine the exact needs of the communities, ✓ which may result in fruitless expenditure on CSI. ✓
- Most managers are not trained ✓ lack experience to handle social programmes. ✓
- Employees may spend more time working on CSI projects ✓ instead of focusing on their core duties. ✓

(6)

- Providing goods/services that meet the needs of consumers ✓ is according to some stakeholders, already socially responsible. ✓
- Shareholders may receive less dividends, as some profits are spent on CSI. ✓
- Some shareholders/stakeholders might withdraw their support from the business ✓ as they feel that social issues should be government responsibility. ✓
- Any other relevant answer related to the negative impact of CSI on businesses

Max. (6)**3.4 Stages of development.**

STAGES OF DEVELOPMENT	MOTIVATIONS
1. Storming Stage ✓✓	- Conflict occurs among team members ✓
2. Performing/Working as a team towards a goal ✓✓	- The leader trusts the team and avoids interfering in the operations of the team. ✓
Any other relevant answer related to stages of development.	- Any other relevant answer related to the motivation of stages of development.
Sub-max. (4)	Sub-max. (2)

NOTE: 1. Mark the first TWO (2) only.**2. Award marks for stages of development even if the motivation is incomplete.****3. Do not award marks for the motivation if stages of development were incorrectly identified.****Max. (6)****3.5 Importance of team dynamic theories in improving team performance.**

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

Max. (6)

3.6 **Difference between problem solving and decision making.**

PROBLEM SOLVING	DECISION MAKING
- Problem solving can be solved by a group /team ✓ which makes the process consultative. ✓	- It is often done by one person /a member of senior management ✓ who makes the process authoritarian. ✓
- Alternative solutions are generated ✓ and critically evaluated. ✓	- Various alternatives are considered ✓ before deciding on the best one. ✓
- Process of analysing a situation ✓ to identify strategies to bring about change. ✓	- It is part of the problem-solving cycle ✓ as decisions need to be taken in each step. ✓
- Any other relevant answer related to problem -solving.	- Any other relevant answer related to decision making.
Sub-max. (2)	Sub-max. (2)

- NOTE:**
1. The answer does not have to be in tabular format.
 2. The differences do not have to link but must be clear.
 3. Award a minimum of TWO (2) if the differences are not clear/
Mark either problem solving or decision-making. **Max. (4)**

3.7 **Ways in which businesses can create an environment that promotes creative thinking.****Businesses must:**

- Encourage alternative ways of working/doing things. ✓✓
- Encourage staff to come up with new ideas/opinions/solutions. ✓✓
- Respond enthusiastically to all ideas and never let anyone feel less important. ✓✓
- Place suggestion boxes around the workplace and keep communication channels open for new ideas. ✓✓
- Emphasise the importance of creative thinking to ensure that all staff knows that management wants to hear their ideas. ✓✓
- Make time for brainstorming sessions to generate new ideas, e.g. regular workshops/generate more ideas/build on one another's ideas. ✓✓
- Train staff in innovative techniques/creative problem-solving skills/mind-mapping/lateral thinking. ✓✓
- Encourage job swops within the organisation/studying how other businesses are doing things. ✓✓
- Any other relevant answer related to ways in which businesses can create environment that promotes creative thinking in the workplace.

Max. (6)
[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2	6
3.3.1	2
3.3.2	6
3.4.1	6
3.5	6
3.6	4
3.7	6
TOTAL	40



QUESTION 4: MISCELLANEOUS TOPICS**BUSINESS VENTURES****4.1 Forms of investments**

- Government/RSA Retail Savings bonds ✓
- Unit trusts ✓
- Shares ✓
- Fixed deposits ✓

(4 x 1) (4)

4.2 Characteristics of non-profit companies

- The main aim of NPC 's is to provide service and not to make a profit. ✓✓
- They are funded by donations and foreign funding. ✓✓
- The name of the company must end with the letters/abbreviation NPC's. ✓✓
- All profit must be used for primary objectives of non-profit company. ✓✓
- It must prepare a Memorandum of Incorporation to register the company. ✓✓
- Qualifying NPCs are granted tax -exempt status. ✓✓
- Any other relevant answer related to the characteristics of non-profit companies.

Max. (6)**4.3 4.3.1 Factors to be considered when making an investment decision**

- Return on investment ✓
- Inflation rate ✓

(2)

4.3.2 Venture Capital /Business Venture

- Investors make funds available to prospective business ✓ to start a business, and they become co-owners of the business. ✓
- An investor must familiarize himself/herself with the market in which the business will be operating ✓ before making his/her investment. ✓
- Investing in an existing business may be rewarding to an investor ✓ provided that the investor did some research on the prevailing market conditions. ✓
- Any other answer related to the explanation of venture capital/ business venture.

Max. (4)**4.4 Situations in which laissez-faire /Free reign can be applied.**

- The leader is occupied with more important aspects of the business and delegation of duties, may improve the efficiency of the organization. ✓✓
- Employees who are experienced in their chosen field, are often trusted/ relied on by the leader to make responsible decisions. ✓✓
- Leadership potential exists amongst employees and that they need opportunities to acquire additional skills. ✓✓
- Employees have acquired a greater level of knowledge/skills on a particular subject matter than what the leader has acquired. ✓✓
- Any relevant answer related to the situations in which laissez-faire/ Free reign can be applied.

Max. (4)

BUSINESS ROLES**4.5 Economic rights of employees in the workplace.**

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

NOTE: Mark the first FOUR (4) only.**(4 x 1) (4)****4.6 Problem solving technique**4.6.1 Force Field Analysis ✓✓ **(2)****4.6.2 Ways in which business can apply Force Field Analysis**

- Describe the current situation or problem and the desired situation ✓ and write it in the middle or on top for everyone to see. ✓
- List all driving/pros and restraining/cons forces ✓ that will support and resist change. ✓
- Allocate a score to each force using a numerical scale, ✓ where 1 is weak and 5 is strong. ✓
- Weigh up the positives and negatives, ✓ then decide if the project is viable.
- Choose the force with the highest score ✓ as the solution. ✓
- If the project is viable, ✓ ways to increase the forces for change. ✓
- Identify priorities ✓ and develop an action plan. ✓
- Any other relevant answer related to ways in which business can apply Force Field Analysis.

Max. (4)**4.7 Ways in which business can contribute time and effort in improving the well-being of communities.**

- Businesses should aim to improve the general quality of life of their community, ✓ for example, by offering skills development courses and bursaries. ✓
- Make sure that the product they supply ✓ does not harm consumers and/or the environment. ✓
- Refrain from engaging in illegal or harmful practices ✓ such as employing children under the legal age or selling illegal substances. ✓
- Exercise ethically correct business practices, ✓ for example, not engaging in unethical advertising. ✓
- Donate money and/or time ✓ to community projects. ✓
- Provide needed facilities for sport and recreational purposes ✓ to promote social ✓ cohesion and healthy activities. ✓
- Any other relevant answer related to the ways in which the business can contribute time and effort in improving the well-being of their communities.

Max. (6)

4.8 Benefits of diversity in the workplace

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

Max. (4)
[40]

BREAKDOWN OF MARKS

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

TOTAL SECTION B: 80



SECTION C

Mark the FIRST question only.

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

- Sound knowledge of the differences between over insurance and under insurance enable the businesses to understand the market value of the assets that they have covered. ✓
- Businesses need to do research as compulsory insurances are required by law. ✓
- Businesses that take insurance cover for their businesses are better off than those who prefer to bear their own risks. ✓
- The principles of insurance, form the basis of an insurance contract between the insurer and the insured. ✓
- Any relevant answer related to the introduction of the differences between over and under insurance, types of compulsory insurance, the advantages of insurance and indemnity as a principle of insurance (Any 2 x 1) (2)

5.2 Difference between over and under insurance

Over insurance	Under insurance
- The insured insures assets/ possessions for more than the market value. ✓✓	- The insured insures assets/ possessions for less than the market value. ✓✓
- The insurer will apply the reinstatement clause to compensate for losses incurred. ✓✓	- The insurer will apply the average clause should the insured submit a claim for losses/damages. ✓✓
- Compensation by the insurer will not be more than the market value of the items damaged/loss. ✓✓	- The insured will be compensated partly/proportionally for damages/ losses incurred. ✓✓
- The insurer replace/repair the damages/loss incurred by the insured. ✓✓	- The insurer will pay the insured cash for damages or losses incurred. ✓✓
- Any other relevant answer related to over insurance.	- Any other relevant answer related to under insurance.
Sub-max. (4)	Sub-max. (4)

- NOTE:**
1. Answer does not have to be in tabular format.
 2. The differences do not have to link but must be clear.
 3. Award a minimum of FOUR (4) if the differences are not clear /Mark either over insurance or under insurance.

Max. (8)

5.3 Types of compulsory insurance:**Road accident fund (RAF)**

- The RAF/RABS is responsible for providing appropriate cover ✓ to all road users within the borders of South Africa. ✓
 - The Fund compensates a person/ people in accordance with the RAF/RABS Act ✓ for loss or damage wrongfully caused by driving a motor vehicle. ✓
 - The RAF/RABS indemnifies the wrongdoer from liability ✓ to any victim of a car accident. ✓
 - Contributions to the RAF/RABS are collected by way of a levy ✓ on fuel used for road transportation. ✓
 - The cover extends to all members of society including, pedestrians, owners, and drivers of motor vehicles, ✓ as well as their passengers. ✓
 - The social insurance cover, however, does not extend to drivers of motor vehicles ✓ that are found to be negligent. ✓
 - In the event of an accident, the RAF/RABS pays the medical and related services costs required ✓ to restore accident victims to health ✓
 - Accident victims/their families are compensated for the loss of income ✓ as a result of the accident. ✓
 - Compensation is also paid by RAF/RABS for pain and suffering/loss of amenities of life/disability and disfigurement/funeral costs ✓ to families in circumstances where the victim of the accident sustains fatal injuries. ✓
 - The amount that the victim of an accident may claim for loss of income ✓ is limited by legislation. ✓
 - The RAF/RABS provides a social security safety net to the country and economy ✓ by making available compulsory social insurance cover to all South African road users. ✓
 - Any other answer related to Road Accident Fund as a type of compulsory insurance
- Sub-max. (8)

Unemployment Insurance Fund (UIF)

- The Unemployment Insurance Fund (UIF) was established to assist employees with financial aid should they become unemployed due ✓ to termination of the employment contract by the employer. ✓
- The UIF provided financial assistance for a limited period to the dependents of a deceased employee ✓ who was registered with the UIF. ✓
- The employer is required to register their employees with the UIF ✓ and to pay the levy of 2% of the employee's salary/remuneration to SARS every month. ✓
- The employee contributes 1% of his/her salary/remuneration towards the UIF.
- The employer contributes an additional 1% of the employee's salary/remuneration ✓ towards the UIF fund. ✓
- The additional contributions of 1% by the employer ensures that the payment to the employee increases, ✓ should he/she become unemployed. ✓
- Employees must work at least 24 hours a month ✓ before they are required to contribute towards the UIF fund. ✓

- Unemployed employees must register with the Department of Labour, ✓ and all valid claims will be processed by the UIF. ✓
- Unemployed workers may not claim from the UIF ✓ if they resign or gets dismissed from their jobs. ✓
- Any other related answer related to Unemployment Insurance Fund as a type of compulsory insurance. Sub-max. (8)
Max. (16)

5.4 Advantages of insurance

- 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 ✓ dishonest employees. ✓
- Protects businesses against losses ✓ due to death of a debtor. ✓
- Protects the business against theft/loss of stock and/or damages caused by natural disasters ✓ such as floods, storm damage, ✓
- Businesses assets, e.g. vehicles/equipment/buildings need to be insured ✓ against damage and/or theft. ✓
- Protects businesses from claims made by members of the public ✓ for damages that the business is responsible for. ✓
- Businesses will be compensated for insurable losses, ✓ e.g. destruction of property through fire. ✓
- 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. ✓
- Any other relevant answer related to the importance of insurance. **Max. (12)**

5.5 Indemnification/Indemnity as a principle of insurance

- Usually applies to short term insurance, as the insured is compensated for specified/proven harm/loss. ✓✓
- Insurer agrees to compensate the insured for damages/losses specified in insurance contract, in return for premiums paid by the insured to the insurer. ✓✓
- Pay-outs from insurance companies/insurer will only be made; if there is proof that the specified event took place/if the insured can prove the amount of the loss/ damage. ✓✓
- The amount of indemnification/compensation is limited to the amount of provable loss/damage, even if the amount in the policy/insurance contract is higher. ✓✓
- The insured must be placed in the same position. ✓ as before the occurrence of the loss/damage. /The insured may not profit from insurance. ✓✓
- Any other relevant answer related to indemnification/indemnity as a principle of insurance. **Max. (10)**

5.6 Conclusion

- It is important that both the insured and insurer are familiar with the legal requirements and jargon that are used to express certain occurrences within the industry. ✓✓
- Compulsory insurance is intended to safeguard the welfare of everyone concerned. ✓✓
- Businesses are advised to be protected against the loss of earnings, e.g. strikes by employees which result in losses worth millions. ✓✓
- The principle of indemnity protects the insured against the specified event that may occur. ✓✓
- Any other relevant answer related to the conclusion of the differences between over and under insurance, types of compulsory insurance, indemnity as a principle of insurance and the advantages of insurance. (Any 1 x 2)

(2)
[40]**QUESTION 5: BREAKDOWN OF MARK ALLOCATION**

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Difference between over and under insurance	8	
Types of compulsory insurance: ○ Road Accident fund (RAF) ○ Unemployment Insurance Fund (UIF)	16	
Advantages of insurance	12	
Indemnification as a principle of insurance	10	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO - For each component:

Allocate 2 marks if all requirements are met.

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

Allocate 0 marks where requirements are not met at all.



QUESTION 6: BUSINESS ROLES (ETHICS AND PROFESSIONALISM)**6.1 Introduction**

- Many businesses have a Code of conduct that outlines the expected behaviour for their employees. ✓
- King Code principles serve as a framework on how businesses should conduct themselves. ✓
- Unethical business practices can have a negative impact on businesses. ✓
- Ethical business practices treat all stakeholders honestly/fairly/respectfully. ✓
- Any other relevant introduction related to the differences between ethical and professional behaviour, King Code principles, ways in which professional, responsible, ethical and effective business practices should be conducted and challenges posed by unfair advertising. (Any 2 x 1) (2)

6.2 Difference between ethical and professional behaviour

Ethical behaviour	Professional behaviour
- Refers to the principles of right and wrong/acceptable in society. ✓✓	- Refers to what is right/wrong/acceptable in a business. ✓✓
- Conforms to a set of values that are morally acceptable. ✓✓	- Set of standards of expected behavior. ✓✓
- Forms part of a code of conduct to guide employees to act ethically. ✓✓	- Applying a code of conduct of a profession or business. ✓✓
- Focuses on developing a moral compass for decision making. ✓✓	- Focuses on upholding the reputation of a business/profession. ✓✓
- Involves following the principles of right and wrong in business activities/practices/dealings. ✓✓	- Includes guidelines on employees' appearance/communication/attitude/responsibility. ✓✓
- Any other relevant answer related to ethical behaviour.	- Any other relevant answer related to professional behaviour.
Sub-max. (4)	Sub-max. (4)

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

Max. (8)

6.3 King Code principles:

Transparency

- Decisions/Actions must be clear ✓ to all stakeholders. ✓
- Staffing and other processes should be open ✓ and transparent. ✓
- Employees/Shareholders/Directors should be aware ✓ of the employment policies of the business. ✓
- Auditing and other reports must be accurate/ available ✓ to shareholders/ employees. ✓
- Regular audits should be done ✓ to determine the effectiveness of the business. ✓
- Business deals should be conducted openly ✓ so that there is no hint/sign of dishonesty/corruption. ✓
- Businesses should give details of shareholders' voting rights to them ✓ before/ at the Annual General Meeting (AGM). ✓
- The board of directors must report on both the negative and positive impact of the business ✓ on the community/environment. ✓
- The board should ensure that the company's ethics ✓ are effectively implemented. ✓
- Any other relevant answer related to transparency as King Code principle.

Sub-max. (8)

Accountability

- There must be regular communication ✓ between management and stakeholders. ✓
- The company should appoint internal and external auditors ✓ to audit financial statements. ✓
- The board should ensure that the company's ethics ✓ are effectively implemented. ✓
- Businesses should be accountable/responsible ✓ for their decisions/ actions. ✓
- Businesses should present accurate annual reports to shareholders ✓ at the Annual General Meeting (AGM). ✓
- Top management should ensure that other levels of management ✓ are clear about their roles and responsibilities to improve accountability. ✓
- Any other relevant answer related to accountability as King Code principle

Sub-max. (8)

Max. (16)

6.4 Ways in which professional, responsible, ethical and effective business practices should be conducted

- Mission statement should include values ✓ of equality/respect. ✓
- Treat workers with respect/dignity ✓ by recognising work well done. ✓
- Treat all their employees equally, ✓ regardless of their race/colour/age/gender/disability etc. ✓
- All workers should have access ✓ to equal opportunities/positions/resources. ✓
- Plan properly and put preventative measures ✓ in place. ✓
- Pay fair wages/salaries which is in line with the minimum requirements ✓ of the BCEA/Remunerate employees for working overtime/during public-holidays. ✓
- Ensure that employees work in a work environment ✓ that is conducive to safety/ Fairness/free from embarrassment. ✓
- Refrain from starting a venture ✓ using other businesses' ideas that are protected by law. ✓
- Engage in environmental awareness ✓ programmes/Refrain from polluting the environment, e.g. by legally disposing of toxic waste. ✓
- Employers and employees need to comply with legislation with regard ✓ to equal opportunities/human rights in the workplace. ✓
- Businesses should develop equity programmes/promote strategies ✓ to ensure that all employees are treated equally regardless of status/rank/power. ✓
- 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 manner in which the task should be performed. ✓
- Any other answer related to ways in which professional, responsible, ethical and effective business practices should be conducted.

Max. (12)

6.5 Challenges posed by unfair advertising as unethical business practice

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

Max. (10)

6.6 Conclusion

- A business code of ethics /conduct should improve relationships and eliminate unethical business practices. ✓✓
- The King Code principles are aimed to set a code for ethical and effective leadership. ✓✓
- Business that does not adhere to the code of ethics /conduct should face disciplinary actions. ✓✓
- By upholding ethical standard, companies create an environment that attracts and retains talent, drives customer loyalty and mitigates legal and reputational risk. ✓✓
- Any other relevant conclusion related to the differences between ethical and professional behaviour, King Code principles, ways in which professional, responsible, ethical and effective business practices should be conducted and challenges posed by unfair advertising. (Any 1 x 2)

(2)
[40]**QUESTION 6: BREAKDOWN OF MARK ALLOCATION**

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max 32
Difference between ethical and professional behaviour	8	
King Code principle: ○ Transparency ○ Accountability	16	
Ways in which professional, responsible, ethical and effective business practice should be conducted.	12	
Challenges posed by unfair advertising as unethical business practice	10	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	
TOTAL MARKS		40

LASO - For each component:

Allocate 2 marks if all requirements are met.

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

Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: 40**GRAND TOTAL: 150**