



Province of the
EASTERN CAPE
EDUCATION

**NATIONAL
SENIOR CERTIFICATE**

GRADE 12

SEPTEMBER 2020

**BUSINESS STUDIES P2
MARKING GUIDELINE**

MARKS: 150

This marking guideline consists of 33 pages.

NOTES TO MARKERS**1. PREAMBLE**

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

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

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

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

4. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)
5. The word 'Sub max' is used to facilitate the allocation of marks within a question or sub-question.
6. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts as well as for calculation and moderation purposes.
7. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in the marking guideline. Only the total for each question should appear in the left-hand margin next to the appropriate question number.
8. In an indirect question, the theory as well as the response must be relevant and related to the question.

9. Correct numbering of responses to questions is recommended in SECTION A and B. However, if the numbering is incorrect, follow the sequence of the candidate's responses. Candidates will be penalised if the latter is not clear.
10. No additional credit must be given for repetition of facts. Indicate with an R.
11. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:
- 11.1 When 'evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance, e.g. **Positive:** 'COIDA eliminates time and costs spent[√] on lengthy civil court proceedings.'[√]
- 11.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance, candidates are also expected to support their responses with more depth, e.g. 'COIDA eliminates time and costs spent[√] on lengthy civil court proceedings[√], because the employer will not be liable for compensation to the employee for injuries sustained during working hours as long as it can be proved that the business was not negligent.'[√]
- NOTE:** 1. The above could apply to 'analyse' as well.
2. Note the placing of the tick ([√]) in the allocation of marks.
12. The allocation of marks must be informed by the nature of the question, cognitive verb used, mark allocation in the marking guidelines and the context of each question.

Cognitive verbs, such as:

- 12.1 Advise, name, state, mention, outline, motivate, recommend, suggest, (list not exhaustive) do not usually require much depth in candidates' responses. Therefore, the mark allocation for each statement/answer appears at the end.
- 12.2 Define, describe, explain, discuss, elaborate, compare, distinguish, compare, tabulate, differentiate, justify, 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 or use the word 'Cancel'.

NOTE: This only applies to questions where the number of facts is specified.

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

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

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

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

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

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

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

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

15. **SECTION C**

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

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

15.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, 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: No relevant facts: 0 (Two '-S') Some relevant facts: 1 (One '-S') Only relevant facts: 2 (No '-S') Option 1: Where a candidate answers 50% or more 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: Where a candidate answers less than 50% 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: Where a candidate answers less than 50% 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 examples based on recent information, current trends and developments?	2
TOTAL FOR INSIGHT:		8
TOTAL MARKS FOR FACTS:		32
TOTAL MARKS FOR ESSAY (8 + 32):		40

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

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

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

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

SECTION A**QUESTION 1**

- 1.1 1.1.1 D ✓✓
 1.1.2 B ✓✓
 1.1.3 A ✓✓
 1.1.4 C ✓✓
 1.1.5 B ✓✓
(5 x 2) (10)
- 1.2 1.2.1 excess ✓✓
 1.2.2 capital gain ✓✓
 1.2.3 nominal group ✓✓
 1.2.4 grievance ✓✓
 1.2.5 inclusivity ✓✓
(5 x 2) (10)
- 1.3 1.3.1 I ✓✓
 1.3.2 J ✓✓
 1.3.3 H ✓✓
 1.3.4 F ✓✓
 1.3.5 A ✓✓
(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 Factors to be considered when making investment decisions**

- Return on investment (ROI) ✓
- Risk ✓
- Investment term/period ✓
- Inflation rate ✓
- Taxation ✓
- Liquidity ✓
- Personal budget ✓
- Investment planning factors ✓
- Volatility/Fluctuation on investment markets. ✓
- Any other relevant answer related to the factors that must be considered when making investment decision.

NOTE: Mark the first TWO (2) only. (2 x 1) (2)

2.2 Leadership styles

2.2.1 Democratic ✓✓

2.2.2 Laissez-fair/free reign ✓✓

2.2.3 Transactional ✓✓

(6)

2.3 Insurance

2.3.1 Average clause ✓✓

(2)

2.3.2 $\frac{\text{Amount insured}}{\text{Value of insured item}} \times \text{Amount of damages/loss}$ ✓

$\frac{\text{R200 000}}{\text{R500 000}} \times \text{R50 000}$ ✓

R20 000 ✓✓

(4)

- NOTE:**
1. **Allocate full marks (4) if the answer is correct and no workings are shown.**
 2. **If workings were shown correctly, but the final answer is wrong, award a maximum of TWO(2) marks.**
 3. **If the answer is incorrect, award a maximum of ONE mark for the understanding of concept and method.**

2.4 Types of preference shares

Participating preference shares ✓✓

Shareholders:

- are guaranteed minimum fixed dividends. ✓
- are entitled to share in any surplus company profits. ✓
- receive higher dividends when the company performs well. ✓
- have preferential rights over ordinary shares on repayment when the company closes down. ✓
- Any other relevant answer related to participating preference shares.

Identification (2)

Explanation (1)

Sub-max. (3)

Non-participating preference shares ✓✓

Shareholders:

- receive an amount equal to the initial investment plus accrued and unpaid dividends upon liquidation. ✓
- do not have a right to participate in profits after equity shareholders have been paid a dividend. ✓
- will not get extra dividend in case of surplus profits. ✓
- are entitled to receive only a fixed rate of dividend every year. ✓
- Any other relevant answer related to non-participating preference shares.

Identification (2)

Explanation (1)

Sub-max. (3)

Cumulative preference shares ✓✓

- Shareholders are compensated for past dividends that were not paid out when profits were too low to declare dividends/Receive dividends not previously paid out. ✓
- Any other relevant answer related to cumulative preference shares.

Identification (2)

Explanation (1)

Sub-max. (3)

Non-cumulative preference shares ✓✓

- Shareholders are not compensated for past dividends that were not paid out when profits were low. ✓
- Any other relevant answer related to non-cumulative preference shares.

Identification (2)

Explanation (1)

Sub-max. (3)

Redeemable preference shares √√

- Shares can be redeemed/bought back at the option of the issuing company, either at a fixed price on a specified date/over a certain period of time. √
 - Any other relevant answer related to redeemable preference shares.
- Identification (2)
Explanation (1)
Sub-max. (3)

Non-redeemable preference shares √√

- Shares are only bought back when the company closes down for reasons other than bankruptcy. √
 - Any other relevant answer related to non-redeemable preference shares.
- Identification (2)
Explanation (1)
Sub-max. (3)

Convertible preference shares √√

- Shares can be converted into a predetermined number of ordinary shares on the date specified when the preference shares were issued. √
 - Any other relevant answer related to convertible preference shares.
- Identification (2)
Explanation (1)
Sub-max. (3)

Non-convertible preference shares √√

- Shares cannot be converted into ordinary shares. √
 - Any other relevant answer related to non-convertible preference shares.
- Identification (2)
Explanation (1)
Sub-max. (3)

NOTE: Mark the first TWO (2) only.

Types (4)
Explanation (2)
Max. (6)

2.5 Importance of insurance for businesses

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

Max. (6)

2.6 Investment securities

2.6.1 Fixed deposit

- A conservative method of investment at a fixed rate for a fixed period ✓/at a financial institution/bank. ✓
- Interest is earned at a fixed rate ✓ regardless of changes in the economic climate. ✓
- Any other relevant answer related to defining a fixed deposit as a type of investment.

(2)

2.6.2 Compound interest

Option 1

FORMULA: $P \times (1 + r)^n$ ✓

$R50\,000 \times (1 + 12/100)^2$ ✓

$R50\,000 \times (1,12)^2 = R37\,632$ ✓

Total interest = $R62\,720 - R50\,000$

= $R12\,720$ ✓

Option 2

Year 1: $R50\,000 \times 12\% = R6\,000$ ✓

Year 2: $R56\,000 \times 12\% = R6\,720$ ✓

Total interest = $R12\,720$ ✓

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

2.7 Situations in which the autocratic leadership style can be applied

- In crisis situations, e.g. in the case of unforeseen challenges/accidents. √√
- When all the information is available to solve the problem. √√
- In emergencies, where there is a shortage of time. √√
- When employees are motivated and the leader has already earned the trust of the followers. √√
- When dealing with employees who are not cooperative. √√
- When employees are new/not fully trained. √√
- Any other relevant answer related to situations in which the autocratic leadership style can be applied.

**Max. (8)
[40]**

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	2
2.2	6
2.3.1	2
2.3.2	4
2.4	6
2.5	6
2.6.1	2
2.6.2	4
2.7	8
TOTAL	40

QUESTION 3: BUSINESS ROLES**3.1 Components of CSR**

- Environment/Environmental awareness ✓
- Ethical corporate social investment ✓
- Health and safety ✓
- Corporate governance ✓
- Business ethics ✓
- Employment equity ✓
- Supply chain ✓
- Customers ✓
- Community ✓
- Any other relevant answer related to the components of CSR.

NOTE: Mark the first FOUR (4) only.

(4 x 1) (4)

3.2 Health and safety representatives**Roles of health and safety representatives from the scenario**

- 3.2.1
- Regular medical check-ups are conducted. ✓
 - The health of employees is attended to on a day-to-day basis. ✓
 - KSW also provides safety training for employees to avoid accidents. ✓

NOTE: Mark the first TWO (2) only.

(2 x 1) (2)

3.2.2 Responsibilities of employees in promoting health and safety in the workplace

- Must 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 ✓ or unhealthy conditions. ✓
- Report accidents ✓ to the employer by the end of the shift. ✓
- Use prescribed ✓ safety equipment. ✓
- Take reasonable care ✓ of their own safety. ✓
- 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 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. (6)

3.4 Problem-solving

3.4.1 Problem-solving techniques from the scenario

PROBLEM-SOLVING TECHNIQUE	MOTIVATION
Delphi ✓✓	Moze is interested in inviting a panel of experts to assess the impact of the project on the environment. ✓
Force-field analysis ✓✓	Joe wants to list all the driving and restraining forces. ✓
Sub-max. (4)	Sub-max. (2)

- NOTE:**
1. Do not award marks for motivation if the problem-solving technique is incorrectly identified.
 2. Award marks for problem-solving even if the quote is incomplete.

Max. (6)

3.4.2 Advantages of Delphi technique or Force-field analysis**Advantages of the Delphi technique**

- Businesses save time/costs ✓ when using a group of experts without bringing them together. ✓
- Experts will give clear ideas/solutions ✓ on how to improve on low productivity/ profitability. ✓
- Panel members/Experts can give new information ✓ on problems. ✓
- Information received from experts ✓ can be kept confidential. ✓
- It reduces noise levels in an office environment ✓ since there is no group discussion. ✓
- Panel members/Experts need to reach consensus, ✓ so that the best solution is found. ✓
- All experts are given an equal opportunity to give their opinions, ✓ so no-one dominates the process. ✓
- Any other relevant answer related to the advantages of the Delphi technique in solving business problems.

Max. (4)**OR****Force-field analysis**

- It provides a visual summary of all the various factors supporting ✓ and opposing a particular idea. ✓
- Employees feel included ✓ and understood. ✓
- Employees develop ✓ and grow with the business. ✓
- Informed decisions can be made as forces for ✓ and against are critically evaluated. ✓
- Enables businesses to strengthen the driving forces ✓ and weaken the restraining forces. ✓
- Businesses are able to have an idea of the timeline required ✓ and the requirements of additional resources. ✓
- Any other relevant answer related to the advantages of force-field analysis.

Max. (4)**3.5 Application of the brainstorming technique**

- State/Define the business problem clearly, ✓ so that all participants/stakeholders understand the problem. ✓
- Members state possible causes ✓ of the business problems. ✓
- Set a time limit ✓ for each brainstorming session. ✓
- Record/Write ideas down ✓ where all participants can see it. ✓ /Ideas may also be shared online ✓ during an e-brainstorming session. ✓
- Use each suggestion ✓ to inspire new thoughts/ideas. ✓

- Do not judge/criticise/discuss the ideas, ✓ so that many ideas could be generated as quickly as possible. ✓
- All members of the group ✓ randomly make suggestions. ✓
- The group rates ideas ✓ according to its usefulness/success/difficulty/cost to implement. ✓
- The group evaluates all ideas ✓ and combines similar ones/draw up a refined list. ✓
- Discuss a plan of action ✓ on how to implement the best ideas. ✓
- Any other relevant answer related to the application of the brainstorming technique to solve business problems.

**NOTE: 1. Do not allocate marks for advantages and disadvantages.
2. Steps could be in any order.**

Max. (4)

3.6 Ways in which businesses can deal with difficult employees in the workplace

OPTION 1

- Get perspective from others who have experienced the same kind of situation to be able to understand difficult employees. ✓✓
- Act pro-actively if possible, as a staff/personnel problem is part of a manager's responsibilities. ✓✓
- Regular meetings with supervisors/departmental heads should help to identify difficult/problem behaviour. ✓✓
- Ask someone in authority for their input into the situation. ✓✓
- Identify the type of personality which is creating the problem. ✓✓
- Meet privately with difficult employees, so that there are no distractions from other employees/issues. ✓✓
- Make intentions and reasons for action known, so that the difficult person/people feel at ease. ✓✓
- Employees should be told what specific behaviours are acceptable by giving details about what is wrong/unacceptable and also an opportunity to explain their behaviour. ✓✓
- A deadline should be set for improving bad/difficult behaviour. ✓✓
- The deadline date should be discussed with the difficult employee and his/her progress should be monitored/assessed prior to the deadline. ✓✓
- Guidelines for improvement should be given. ✓✓
- Do not judge the person, but try to understand him/her and understand his/her intentions and why he/she reacts in a certain way. ✓✓
- Keep communication channels open/Encourage employees to communicate their grievances to management. ✓✓
- Build rapport/sound relations by re-establishing personal connection with colleagues, instead of relying on e-mails/messaging/social media. ✓✓
- Help difficult employees to be realistic about the task at hand. ✓✓

- Remain calm and in control of the situation to get the person(s) to collaborate. √√
- Treat people with respect, irrespective of whether they are capable/competent or not. √√
- Sometimes it may be necessary to ignore and only monitor a difficult person. √√
- Identify and provide an appropriate support program to address areas of weakness. √√
- Any other relevant answer related to how businesses can deal with difficult people/personalities in the workplace.

AND/OR**OPTION 2 (Personalities)**

Type of personality	Strategy to deal with a personality
- Complainer √	<ul style="list-style-type: none"> - Listen to the complaints but do not acknowledge them. √ - Interrupt the situation and move to the problem-solving process as soon as possible. √
- Indecisiveness √	<ul style="list-style-type: none"> - Guide them through alternatives. √ - Stay in control and emphasise the importance of making a decision. √ - Help them make the decision or solve the problem. √
- Over agree √	<ul style="list-style-type: none"> - Be firm and do not let them make promises that they cannot keep. √ - Follow up on their actions. √
- Negativity √	<ul style="list-style-type: none"> - Be firm with them and do not let them draw the supervisor into their negativity. √ - Listen to them but do not agree with them. √
- Experts √	<ul style="list-style-type: none"> - Be firm and assertive. √ - Do not accuse them of being incorrect/Do not get caught in their game. √ - Know your facts. √
- Quiet √	<ul style="list-style-type: none"> - Do not fill their silence with words. √ - Wait for their response. √ - Prompt them through the process so that they give input. √ - Restrict the time of the discussion. √
- Aggressive √	<ul style="list-style-type: none"> - Allow them time to speak and blow off steam. √ - Be firm, but do not attack them. √ - Do not allow them to be hostile towards others. √

NOTE: OPTION 2

1. Allocate a maximum of **THREE (3)** marks for only identifying the type of personality without a strategy.
2. Allocate **TWO (2)** marks for indicating the strategy without identifying the type of the personality/Take particular note of overlap of strategies.

Max. (8)
[40]

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	4
3.2.1	2
3.2.2	6
3.3	6
3.4.1	6
3.4.2	4
3.5	4
3.6	8
TOTAL	40

QUESTION 4: MISCELLANEOUS TOPICS**BUSINESS VENTURES****4.1 Examples of non-verbal presentations**

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

NOTE: Mark the first TWO (2) only.

(2 x 1) (2)

4.2 Types of investments

4.2.1 RSA retail savings bond ✓✓

4.2.2 Unit trusts ✓✓

(4)

4.3 Functions of the Johannesburg Securities Exchange

- 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. √√
- Orderly market for securities serves as a disciplined market for securities. √√
- Encourages new investments in South African companies. √√
- Mobilises the funds of insurance companies and other institutions. √√
- Raises primary capital. √√
- 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. √√
- Encourages short-term investment. √√
- Facilitates electronic trading of shares/STRATE. √√
- Any other relevant answer related to the functions of the Johannesburg Securities Exchange (JSE).

Max. (4)

4.4 Principles of insurance

4.4.1 Indemnification/Indemnity

- 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 the insurance contract √, in return for premiums paid by the insured to the insurer. √
- Protects the insured against the specified event √ that may occur. √
- 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. (4)

4.4.2 Security/Certainty

- Applies to long-term insurance ✓ where the insurer undertakes to pay out an agreed upon amount in the event of a loss of life. ✓
- A predetermined amount will be paid out when the insured reaches a pre-determined age ✓ /or gets injured due to a predetermined event. ✓
- Aims to provide financial security to the insured at retirement ✓/the dependents of the deceased. ✓
- Any other relevant answer related to security/certainty as a principle of insurance.

Max. (4)

BUSINESS ROLES

4.5 Unethical and unprofessional business practices

4.5.1 Unprofessional ✓✓ (2)

4.5.2 Unethical ✓✓ (2)

4.6 Conflict

4.6.1 Causes of conflict from the scenario

- Vusi dislikes Simon and treats him differently from the two female employees. ✓
- He seldom meets with his employees to give feedback. ✓
- Simon is unhappy and intends to quit his job. ✓

NOTE: Mark the first TWO (2) only. (2 x 1) (2)

4.6.2 Handling of conflict in the workplace

- Acknowledge that there is conflict in the workplace. ✓✓
- Identify the cause(s) of the conflict. ✓✓
- Pre-negotiations may be arranged where workers/complainants will be allowed to state their case/views separately. ✓✓
- A time and place are arranged for negotiations where all employees involved are present. ✓✓
- Arrange a meeting between conflicting employers/employees. ✓✓
- Make intentions for intervention clear so that parties involved may feel at ease. ✓✓
- Each party has the opportunity to express his/her own opinions/feelings/Conflicting parties may recognise that their views are different. ✓✓
- Analyse the cause(s) of conflict by breaking it down into different parts/Evaluate the situation objectively. ✓✓
- Blame shifting should be avoided and a joint effort should be made. ✓✓
- Direct conflicting parties towards finding/focusing on solutions. ✓✓
- Devise/Brainstorm possible ways of resolving the conflict. ✓✓

- Conflicting parties agree on criteria to evaluate the alternatives. ✓✓
- The best possible solution(s) is/are selected and implemented. ✓✓
- Parties must agree to on the best solution. ✓✓
- Evaluate/Follow up on the implementation of the solution(s). ✓✓
- Monitor progress to ensure that the conflict has been resolved. ✓✓
- Expertise on handling conflict maybe sourced from outside the business. ✓✓
- Any other relevant answer related to how businesses should handle conflict in the workplace.

NOTE: If problem solving steps do not demonstrate the handling of conflict (explanation), award a maximum of TWO (2) marks only.

Max. (8)

4.7 Implication of equality, respect and on businesses

- Businesses should treat all their employees equally ✓ regardless of their race/colour/age/gender/disability ✓, etc.
- All workers should have access ✓ to equal opportunities/positions/resources. ✓
- 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. ✓
- Mission statement should include ✓ values of equality/respect. ✓
- 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. ✓
- Ensure that employees work in an environment ✓ that is conducive to safety/ fairness/free from embarrassment. ✓
- 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. ✓
- Treat workers with respect/dignity ✓ by recognising work well done/the value of human capital. ✓
- Any other relevant answer related to the implications of equality, respect and dignity for businesses.

Max. (4)

4.8 Advantages of creative thinking in the workplace

- Better/Unique/Unconventional ideas/solutions ✓ are generated. ✓
- May give the business a competitive advantage ✓ if unusual/unique solutions/ ideas/strategies are implemented. ✓
- Complex business problems ✓ may be solved. ✓
- Productivity increases ✓ as management/employees may quickly generate multiple ideas which 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. ✓
- 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. ✓
- Any other relevant answer related to the advantages of creative thinking in the workplace.

**Max. (4)
[40]**

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	2
4.2	4
4.3	4
4.4	8
4.5	4
4.6.1	2
4.6.2	8
4.7	4
4.8	4
TOTAL	40

TOTAL SECTION B: 80

SECTION C

Mark only the **FIRST** answer in this section.

QUESTION 5: BUSINESS VENTURES (PRESENTATION)**5.1 Introduction**

- The purpose of a presentation is to exchange information as it involves speaking and listening for both the presenter and the audience. ✓
- An effective presentation is one in which the desired outcome is achieved. ✓
- Various factors need to be considered when designing a multimedia presentation to make it effective/eye-catching/memorable. ✓
- PowerPoint enables the presenter to elaborate on important facts. ✓
- Handouts are presented in a booklet/sheet of paper on which information is shown. ✓
- When responding to audience questions/remarks, the presenter should not be aggressive/defensive. ✓
- Any other relevant introduction related to the aspects that should be considered when designing a multimedia presentation / factors kept in mind while presenting/ advantages of PowerPoint and handouts as types of visual aids/ how to respond to questions after the presentation.

(Any 2 x 1) (2)

5.2 Aspects of designing a multimedia presentation

- Use legible font and font size. ✓✓
- Start with the text. ✓✓
- Keep the text/images/language simple. ✓✓
- Structure information in logical order. ✓✓
- Limit information on a slide. ✓✓
- Make sure there are no spelling mistakes. ✓✓
- Use bright colours to increase visibility. ✓✓
- Use pictures to make it interesting for the audience. ✓✓
- Select a relevant/appropriate background. ✓✓
- Choose images that help communicate your message. ✓✓
- Create clear/relevant graphics. ✓✓
- Add special effects, e.g. sound/animation. ✓✓
- Create hyperlinks to allow access to files/other slides/video clips. ✓✓
- Any other relevant answer related to the aspects that must be considered when designing a multimedia presentation.

Max. (10)

5.3 Factors to be considered while/during presentation

- Lindy should establish credibility√ by introducing herself at the beginning of the presentation. √
- Do not ramble on at the start √ to avoid losing the audience/their interest. √
- Stand in a good position/upright √ where the audience can clearly see the presenter/presentation. √
- Make the purpose/main points of the presentation clear √ at the start of the presentation. √
- Use suitable section titles/headings/subheadings/bullets √ to simplify the presentation. √
- Mention/Show most important√ information first. √
- Add some appropriate humour√ in the presentation. √
- Avoid hiding behind equipment√ as it may give an impression of uncertainty. √
- Capture listeners' attention/Involve the audience with a variety of methods, √ e.g. short video clips/sound effects/humour√, etc.
- She should make eye contact with the audience√ and look in all directions. √
- Be audible to all listeners/audience√ to keep them focused. √
- Vary the tone of voice/tempo within certain sections√ to prevent monotony. √
- Make the presentation interesting√ with visual aids/anecdotes/examples/ Use visual aids effectively. √
- Use appropriate gestures, √ e.g. use hands to emphasize points. √
- Speak with energy√ and enthusiasm. √
- Pace yourself √ and do not rush/talk too slowly. √
- Keep the presentation short/simple√ to avoid repetition of facts. √
- Manage time effectively√ to allow time for questions. √
- Ensure that the audience will leave with/take away √ specific information/ benefits. √
- Summarise the main points of the presentation√ to conclude the presentation. √
- Conclude/End with a strong/striking ending √ that will be remembered. √
- Any other relevant answer related to the factors to be considered while presenting.

Max. (12)

5.4 Visual aids

5.4.1 Advantages of PowerPoint slides

- Graphic programmes have the capacity to convey ideas ✓ and support what the presenter says. ✓
- Easy to combine ✓ with sound/video clips. ✓
- Simple/Less cluttered slides ✓ may capture the interest of the audience. ✓
- Video clips can provide variety ✓ and capture the attention of the audience. ✓
- Variations of colour/background/sound immediately capture the attention of the audience ✓ and retain their interest throughout the presentation. ✓
- Slides should only be used ✓ where they can enhance the facts or summarise information. ✓
- PowerPoint slides can help to convey a large amount of facts ✓ in a short time. ✓
- Any other relevant answer related to the advantages of PowerPoint slides as a type of visual aid.

Sub-max. (8)

Advantages of hand-outs

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

Sub-max. (8)

Max. (16)

5.5 Responding to questions after the presentation

- The presenter should stand throughout the feedback session. √√
- Be polite/confident/courteous when responding to questions. √√
- Ensure that each question/comment is clearly understood before responding/re-phrase questions if uncertain. √√
- She should first listen and then respond. √√
- Provide feedback as soon as possible after the question was asked or after the session. √√
- Be direct/honest/sincere when responding to questions. √√
- Use simple language to support the examples used in the presentation. √√
- Keep answers short and to the point. √√
- Apologise/acknowledge her errors/mistakes if pointed out by the audience. √√
- Encourage questions from the audience/investors. √√
- Always address the questions and not the person. √√
- Acknowledge good questions to motivate audience to ask more questions. √√
- The presenter should not involve himself in a debate when responding to questions. √√
- The presenter should not avoid the questions if he/she does not know the answer, but rather promise feedback on it. √√
- Address the full audience/investors and not only the person who posed the question. √√
- Any other relevant answer related on how to respond to questions after the presentation.

Max. (8)

5.6 Conclusion

- Good designed multimedia presentation enables the presenter to achieve his/her goals. √√
- A well-presented presentation creates a good impression and will attract potential investors. √√
- All methods of presentation must be effectively used to retain the attention of the audience. √√
- Being professional during a presentation/feedback/questions session should contribute to the success of the presentation. √√
- Any other conclusion related to the aspects that should be considered when designing a multimedia presentation/factors kept in mind while presenting/ advantages of PowerPoint and handouts as types of visual aids/ how to respond to questions after the presentation.

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

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max. 32
Aspect for designing a multimedia presentation	10	
Factors to be considered while/during presenting/presentation	12	
Advantages of PowerPoint and handouts	16	
Responding to questions after the presentation	8	
Conclusion	2	
INSIGHT		
Layout	2	8
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 (SOCIAL RESPONSIBILITY, CSR & CSI)**6.1 Introduction**

- Businesses are corporate citizens and therefore have a responsibility towards society. ✓
- Corporate Social Responsibility/CSR is the way a business conducts its operations ethically and morally, regarding the use of human, physical and financial resources. ✓
- CSR improves the lifestyle and quality of life of their human resources and caring for the environment by ensuring that they have the most efficient and sustainable resources. ✓
- CSR programmes and CSI projects should be relevant to the needs of communities. ✓
- They should address socio-economic issues that affect business operations. ✓
- CSI is a component of CSR, where social responsibility is the intention and social investment is the action. ✓
- Businesses should consider the importance of the well-being of the community in relation to profitability and productivity. ✓
- Any other relevant introduction related to the purpose of CSI/link between social responsibility and triple bottom line/impact of CSI on businesses/ways in which businesses can contribute time and effort in improving the well-being of employees.

(Any 2 x 1) (2)

6.2 Purpose of CSI

- CSI aims at contributing towards sustainable development of its immediate communities. ✓✓
- CSI is enforceable by law and government requires business to make CSI contributions. ✓✓
- CSI projects play a positive role in the development of communities. ✓✓
- CSI reveals a business's attitude towards the community in which it operates. ✓✓
- CSI projects are long-term investments. ✓✓
- It is relevant to the South African context where socio-economic upliftment is such a priority. ✓✓
- Any other relevant answer related to the purpose of CSI.

Max. (10)

6.3 Link between triple bottom line and social responsibility

Profit/Economic √√

- Triple Bottom line means that businesses should not only focus on profit, √ 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 link between profit and social responsibility.

Aspect (2)
Explanation (2)
Sub-max. (4)

People/Social √√

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

Aspect (2)
Explanation (2)
Sub-max. (4)

Planet/Environment √√

- Businesses should not exhaust resources/harm the environment √ for production purposes. √
- They may support energy-efficient/eco-friendly √ products/programmes. √
- Recycle/Re-use waste √, e.g. packaging from recycled material. √
- Any other relevant answer related to the link between the planet/environment and social responsibility.

Aspect (2)
Explanation (2)
Sub-max. (4)

Max. (12)

6.4 Impact of CSI on businesses

Positives/Advantages

- May attract experienced employees/increase the pool of skilled labour ✓ which could increase productivity. ✓
- Positive/Improved image ✓ as the business looks after employees/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 businesses. ✓
- CSI helps to attract investors ✓ because of increased profits/income. ✓
- Gives businesses tax advantages ✓ such as tax reduction/-rebates. ✓
- Assists in solving socio-economic issues ✓ like poverty/unemployment, ✓ etc.
- The government is less likely to enforce issues through legislation ✓ to businesses that voluntarily participate in CSI projects. ✓
- Employees feel as if they are making a difference ✓ in working for the business. ✓
- It helps to retain staff/lower staff turnover ✓ as employees' health and safety are considered. ✓
- Improves the health of its employees ✓ through focused CSI projects. ✓
- Businesses become more community-based ✓ by working closely with the community to roll out skills development projects. ✓
- Any other relevant answer related to the positive impact 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 legislation 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. ✓
- 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 the government's responsibility. ✓
- Any other relevant answer related to the negative impact of CSI on businesses.

Max. (16)

6.5 Ways of contributing to the well-being of the employees

- Businesses should improve the general quality of life of employees, e.g. pay fair wages/skills development √√ etc.
- Start a nutritional programme so that employees may enjoy at least one healthy meal per day. √√
- Provide subsidised housing/accommodation for their employees. √√
- Allow staff to use some working time to get involved/participate in projects of their choice. √√
- Provide overtime schedules for fair workload distribution. √√
- Provide transport to employees who work unusually long hours. √√
- Establish coaching/mentoring programmes for junior employees. √√
- Conduct team-building sessions to improve employees' morale. √√
- Encourage employees to attend capacity-building workshops/training/staff development/team-development programmes. √√
- Offer counselling sessions to employees with personal/emotional challenges. √√
- Encourage employees to stay fit/healthy by getting them involved in health activities to minimise stress/substance abuse/obesity. √√
- Any other relevant recommendations related to ways in which businesses may contribute to the well-being of employees.

Max. (8)

6.6 Conclusion

- Corporate social responsibility is an obligation required by law and benefits both business and society. ✓✓
- CSI projects allow businesses to influence people's lives in many ways. ✓✓
- Businesses use CSR programmes to comply with laws and ethical business practices. ✓✓
- Any other relevant conclusion to the purpose of CSI/link between social responsibility and triple bottom line/impact of CSI on businesses/ways in which businesses can contribute time and effort in improving the well-being of employees.

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

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	MARKS
Introduction	2	Max. 32
Purpose of CSI	10	
Link between social responsibility and triple bottom line	12	
Impact of CSI on businesses	16	
Ways of contributing to the well-being of the employees	8	
Conclusion	2	
INSIGHT		
Layout	2	8
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