



## **Education and Sport Development**

Department of Education and Sport Development  
Departement van Onderwys en Sport Ontwikkeling  
Lefapha la Thuto le Tihabololo ya Metshameko  
**NORTH WEST PROVINCE**

**NATIONAL  
SENIOR CERTIFICATE**

**GRADE 12**

**BUSINESS STUDIES  
QUESTION PAPER  
JUNE 2019**

**MARKS: 300**

**TIME: 3 hours**

This question paper consists of 13 pages.

**INSTRUCTIONS AND INFORMATION:**

1. This question paper consists of **THREE** sections covering all topics for term 1 and 2.

**SECTION A: COMPULSORY.**

**SECTION B:** Consists of FOUR independent questions.  
Answer only **THREE** questions from this section.

**SECTION C:** Consists of THREE questions.  
Answer only **TWO** of the THREE questions from this section.

2. Read the instructions for each question carefully and take particular note of what is required.
3. Number the answers correctly according to the numbering system used in this question paper.
4. Begin the answer to EACH question on a new page, for example QUESTION 1-new page, QUESTION 2-new page, et cetera.
5. Non-programmable calculators may be used.
6. Write neatly and legibly.
7. Use the table below as a guideline for marks and time allocation for each question:

SECTION	QUESTION	MARKS	TIME
A: Multiple-choice Questions and Matching Items COMPULSORY	1	40	30min.
B: FOUR direct /indirect questions Answer only THREE questions	2	60	30min.
	3	60	30min.
	4	60	30min.
	5	60	30min.
C: THREE essay type questions Answer only TWO of the two questions	6	40	30min.
	7	40	30min.
	8	40	30min.
	<b>Total</b>	<b>300</b>	<b>180min.</b>

**SECTION A (COMPULSORY)****QUESTION 1**

- 1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK, for example 1.1.11 D.
- 1.1.1 The ... makes provision for the establishment of the CCMA and bargaining councils.
- A National Credit Act, 2005 (Act 34 of 2005)
  - B Consumer Protection Act, 2008 (Act 68 of 2008)
  - C Employment Equity Act, 1998 (Act 55 of 1998)
  - D Labour Relations Act, 1995 (Act 66 of 1995)
- 1.1.2 The process whereby a business stops operating and sells all assets to pay off debts:
- A Retrenchment
  - B Market development
  - C Liquidation
  - D Divestiture
- 1.1.3 A/An ... leader ensures that employees follow strict rules and procedures when performing their tasks.
- A democratic
  - B bureaucratic
  - C autocratic
  - D laissez-faire/free-reign
- 1.1.4 Businesses apply this management and leadership theory to change, develop and motivate employees over a short period of time.
- A Situational theory
  - B Trait theory
  - C Transformational theory
  - D Leaders and followers
- 1.1.5 Team members gather information and impressions about each other in this stage of team development:
- A Mourning/Adjourning
  - B Storming
  - C Norming
  - D Forming



1.1.6 The right to choose and practice a religion is an example of ... rights.

- A economic
- B social
- C consumer
- D cultural

1.1.7 Creative thinking in the workplace means ... to solve business problems.

- A using old ways
- B generating innovative ideas
- C using routine thinking
- D allowing one employee

1.1.8 The process of matching a new employee's skills and abilities with the requirements of a job:

- A Selection
- B Job analysis
- C Placement
- D Recruitment

1.1.9 The ... function ensures that accurate information is available to management for decision-making.

- A financial
- B administration
- C public relations
- D marketing

1.1.10 The role of the interviewer is to ...

- A know the job specification and job description.
- B explain how he/she has dealt with past mistakes.
- C know his/her strengths and weaknesses and be prepared to discuss it
- D ask the same candidates different questions.

(10 x 2) (20)



1.2 Complete the following statements by using the word(s) in the list below. Write only the word(s) next to the question number (1.2.1–1.2.5) in the ANSWER BOOK.

dispute; National Skills; manager; human; grievance; Human Resource;  
leader; forced combinations; quality management; public relations

1.2.1 The ... Development Strategy guides the responsibilities of education and training stakeholders in South Africa.

1.2.2 Gert inspires his workers to do their best. He is therefore a good ...

1.2.3 An employee lodges a ... through a formal, written complaint to senior management.

1.2.4 ... rights include freedom of expression and association

1.2.5 Business operations meet the required standards through ...

(5 x 2) (10)



1.3 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK, for example 1.3.6 K.

COLUMN A	COLUMN B
1.3.1 SETA	A. stipulates that businesses may not market or sell goods at unfair prices
1.3.2 Consumer Protection Act	B. keep staff informed of latest quality standards
1.3.3 Management	C. solve business problems by consulting experts individually
1.3.4 Force-field analysis	D. ensures equity in the workplace
1.3.5 Involvement of all employees / People-based management	E. consumers can lodge complaints with the National Credit Regulator  F. use charm to inspire people  G. solve business problems by considering the pros and cons  H. directing people and resources according to preset policies  I. pays grants to businesses based on their workplace skills plans  J. keep shareholders satisfied with the quality standard

(5x2) (10)

**TOTAL SECTION A: [40]**



**SECTION B**

Answer ANY **THREE** questions in this section.

**NOTE:** Clearly indicate the QUESTION NUMBER of each question that you choose.  
 The answer to EACH question must start on a NEW page, for example QUESTION 2 on a NEW page, QUESTION 3 on a NEW page, et cetera.

**QUESTION 2: BUSINESS ENVIRONMENTS**

2.1 Identify the business environment represented by EACH of the following statements and state the extent to which a business may control each of these environments.

Tabulate your answer as follows:

BUSINESS ENVIRONMENT	EXTENT OF CONTROL

- 2.1.1 The employees of Sakie's Chicken Farm are absent regularly. (3)
- 2.1.2 The suppliers of Stella Bakery do not deliver stock on time. (3)
- 2.1.3 The buildings of Masego Catering Services have been destroyed by heavy storms. (3)

2.2 Explain the following Porter's Five Forces:

- 2.2.1 Power of buyers (4)
- 2.2.2 Competitive Rivalry / Power of competitors (4)
- 2.2.3 Thread of substitute / alternatives (4)

2.3 Read the scenario below and answer the questions that follow.

**BUHLE TRADERS (BT)**

BuhleTraders employs 50 workers who are responsible for producing its products. All employees are expected to produce quality products, although only young employees are given the opportunity to learn new skills. Female employees are excluded from attending training.

- 2.3.1 Name the Act that makes provision for employees to improve their work performance. (1)
- 2.3.2 Quote actions in the scenario above that may be regarded as discriminatory by this particular Act. (2)



- 2.3.3 Recommend the positive impact of this Act on Buhle Traders. (6)
- 2.4 Distinguish between *product development* and *market development*. (8)
- 2.5 Read the scenario below and answer the questions that follow:

**ZOKO TRENDY BAGS (ZTB)**

Zoko Trendy Bags design and manufacture fashionable handbags. They employ 50 workers, who are allowed to join a trade union of their choice. The management of ZTB resolves work-related disputes through statutory conciliation, mediation and arbitration.

- 2.5.1 Identify the Act that applies to ZTB. (2)
- 2.5.2 Discuss the negative impact of the Act identified in QUESTION 2.5.1 on ZTB as a business. (8)
- 2.6 Suggest THREE practical ways in which businesses can comply with the National Credit Act (NCA), 2005 (Act 34 of 2005) (6)
- 2.7 Evaluate the impact of the Compensation for Occupational Injuries and Diseases Amendment Act (COIDA), 1997 (Act 61 of 1997) on employers. (6)

**[60]**

**QUESTION 3: BUSINESS ROLES**

- 3.1 List FIVE economic rights of employees in the workplace. (5)
- 3.2 Identify the unethical or unprofessional business practice illustrated of the following scenarios:
- 3.2.1 Masase Stores charges more for the same goods in the village than in the city.
- 3.2.2 The director of NCP Consulting uses the business credit card to pay for personal expenses.
- 3.2.3 Employees of Zame Attorneys spend more time on social networks during office hours than on their duties. (6)
- 3.3 Describe how businesses can apply the brainstorming technique to solve their business problems (8)
- 3.4 Explain how businesses should handle conflict in the workplace (8)

- 3.5 Analyse the following criteria for assessing successful team performance:
  - 3.5.1 Interpersonal attitude and behaviour (2)
  - 3.5.2 Communication (2)
- 3.6 Discuss the negative impact of Corporate Social Investment (CSI) on communities. (8)
- 3.7 Elaborate on the importance of team dynamic theories in improving team performance. (4)
- 3.8 Read through the following scenario and answer the questions that follows:

**TASH DÉCOR (TD)**

The financial manager of Tash Décor ensures that value-added tax (VAT) is paid over to SARS on time. Employees are paid according to the amount of effort and time spent at work. TD do not use identical ideas from their competitors to benefit their own business.

Quote from the scenario above THREE ways in which TD conduct business professionally, responsibly and ethically. Use the table below to present your answer.

BUSINESS PRACTICE	QUOTE FROM SCENARIO

(9)

- 3.9 Recommend ways in which businesses may create an environment that promotes creative thinking in the workplace. (8)
- [60]**

**QUESTION 4: BUSINESS OPERATIONS**

- 4.1 Name FIVE methods of external recruitment. (5)
- 4.2 Discuss the positive impact of internal recruitment. (6)
- 4.3 Read the job advertisement below and answer the questions that follow.

**VACANCY: FINANCIAL MANAGER**

Job title:	Municipal financial manager
Qualifications:	B.Com degree
Experience:	At least six years' financial management at middle level Key
Performance areas:	Prepare budgets and manage income and expenditure Total
Package:	R353 920 per annum
Other:	Pension fund, medical aid fund and housing subsidy

- 4.3.1 Identify TWO examples of job description and TWO examples of job specification in the advertisement above. (4)
- 4.3.2 Give ONE example of fringe benefits in the scenario above. (1)
- 4.3.3 Evaluate the impact of fringe benefits on businesses. (8)
- 4.4 Identify the Total Quality Management (TQM) element illustrated in EACH statement below.
- 4.4.1 The management of MJK Fresh Fruits ensures that complaints are handled within 24 hours.
- 4.4.2 The employees of Yvone's Consulting regularly attend training courses on service delivery.
- 4.4.3 Home Appliances Manufacturers uses modern production to ensure their products are in line with the latest innovations.
- 4.4.4 The managing director of Sizwe's Holiday Lodge allows the staff to make inputs during strategic planning sessions.
- 4.4.5 Andrew Computers can afford to employ two additional experts in their Information Technology department. (10)
- 4.5 Explain how total quality management (TQM) can reduce the cost of quality. (8)
- 4.6 Distinguish between *quality performance* and *quality management*. (6)
- 4.7 Suggest THREE quality indicators for EACH of the following business functions:
- 4.7.1 Marketing function (6)
- 4.7.2 Administration function (6)

**[60]**



**QUESTION 5: MISCELLANEOUS TOPICS**

**BUSINESS ENVIRONMENTS**

5.1 Read the case study below and answer the question that follow.

**MASH FORESTRY PLANTATIONS (PTY) LTD**

The founders of Mash Forestry Plantations (Pty) Ltd supplies timber to Mazwi Timber Ltd, who manufactures furniture. Mash Plantation (Pty) Ltd borrowed capital from Peoples’ Bank to finance expansion.

5.1.1 Identify THREE business sectors represented in the scenario above. Quote from the scenario to motivate your answer. (9)

Use the table below to present your answer.

SECTOR	QUOTE

5.2 Discuss the role / functions of SETA's. (8)

**BUSINESS VENTURES**

5.3 Identify the leadership style applied by Kobus Limited in EACH case below.

5.3.1 Employees are allowed to make their own decisions as long as they do not violate the company's policies. (2)

5.3.2 Employees are requested to give inputs during planning sessions. (2)

5.3.3 Employees are rewarded for meeting sales targets and punishment for not meeting deadlines. (2)

5.4 Explain the role of personal attitude in successful leadership. (10)

**BUSINESS ROLES**

5.5 Name any FIVE problem-solving steps. (5)

5.6 Distinguish between corporate social responsibility (CSR) and corporate social investment (CSI) (8)



**BUSINESS OPERATIONS**

- 5.7 Explain TWO salary determination methods that businesses could apply to remunerate their employees. (8)
- 5.8 Discuss the importance of quality circles in TQM. (6)

**[60]****TOTAL SECTION B: 180****SECTION C****Choose any TWO questions from this section****QUESTION 6: BUSINESS ENVIRONMENTS (BUSINESS STRATEGIES)****TUMI MANUFACTURERS (TM)**

TM specialises in the manufacturing of men's clothing. The business is struggling to pay its creditors due to the high inflation rate. TM needs to conduct the strategic management process in order to devise the best strategy that will assist them to overcome the challenges of the macro environment.

Write an essay on the strategic management process. Include the following aspects in your response:

- Describe THREE types of defensive strategies that businesses may use to deal with challenges in the business environment.
- Explain how TM can apply the PESTLE model to deal with the challenges of the macro environment.
- Outline TWO aspects that should be considered during the initial stages of the strategic management process.
- Advise TM on the steps that they should consider when evaluating strategies.

**[40]**

**QUESTION 7: BUSINESS ROLES (HUMAN RIGHTS AND DIVERSITY)**

Businesses are not only required to observe human and cultural rights in the workplace, but also to ensure that the workplace is diverse and inclusive. Many businesses respect and uphold the Constitution of South Africa.

Refer to the statements above and write an essay in which you include the following aspects:

- Discuss the implications of the following human rights in the workplace:
    - Privacy
    - Equity
    - Freedom of speech and expression
    - Information
  - Explain how businesses could deal with any THREE diversity issues in the workplace.
  - Elaborate on the benefits of diversity in the workplace
  - Recommend ways in which businesses could promote cultural rights in the workplace.
- [40]**

**QUESTION 8: BUSINESS OPERATIONS (HUMAN RESOURCES)**

Ona is the human resource manager of Summer Water Ltd. He is responsible for the selection and induction of new employees. Summer Water Ltd has to appoint a new bookkeeper within the confines of the Employment Equity Act (EEA), 1998 (Act 55 of 1998).

As a human resources consultant/specialist, address the following aspects:

- Discuss the selection process that Ona must follow when appointing the new bookkeeper.
  - Elaborate on the legal requirements of the employment contract.
  - Suggest aspects that should be included in an induction programme.
  - Advise Ona on how to comply with the Employment Equity Act when new appointments are made.
- [40]**

**TOTAL FOR SECTION C: [80]**

**GRANDTOTAL: 300**

