



Education and Sport Development

Department of Education and Sport Development
Departement van Onderwys en Sport Ontwikkeling
Lefapha la Thuto le Tlhabololo ya Metshameko

NORTH WEST PROVINCE

NATIONAL SENIOR CERTIFICATE

GRADE 12

BUSINESS STUDIES

MAY/JUNE 2018 MEMORANDUM

This memorandum consists of 21 pages



NW/JUNE/BUSDS/ EMIS/6*****

SECTION A

QUESTION 1

1.1

- 1.1.1 A✓✓
- 1.1.2 C✓✓
- 1.1.3 D✓✓
- 1.1.4 B✓✓
- 1.1.5 C✓✓
- 1.1.6 D✓✓
- 1.1.7 D✓✓
- 1.1.8 D✓✓
- 1.1.9 B✓✓
- 1.1.10 B✓✓

(10X2)(20)

1.2

- 1.2.1 Retirement✓✓
- 1.2.2 Social rights✓✓
- 1.2.3 Nominal group technique✓✓
- 1.2.4 Skills Development Act ✓✓
- 1.2.5 Organising✓✓

(5X2)(10)

1.3

- 1.3.1 E✓✓
- 1.3.2 A✓✓
- 1.3.3 G✓✓
- 1.3.4 F✓✓
- 1.3.5 C✓✓

(5X2)(10)

Total Section A : 40



SECTION B

Mark the FIRST THREE answers.

QUESTION 2

BUSINESS ENVIRENMENTS

2.1

2.1.1 Tertiary sector✓

(1)

2.1.2

CHALLENGE	BUSINESS ENVIRONMENT
Two employees are not trained to do aprons✓ She does not have sufficient capital to buy the necessary equipment. ✓ Her tailoring business does not have the latest machine to do embroidery. ✓	Micro✓✓ NB Mark this side to max 2 Only don't mark Micro 3 times
This may scare clients away from her business to the other dress making businesses✓	Market✓✓
increase in electricity and rates✓	Macro✓✓
Sub max 3	Sub max 6

(9)

NB: Mark from left to right, if challenge is wrong environment should also be wrong.

2.1.3

Micro – There is control✓

Market – Less/little control (businesses can influence)✓

Macro – No control✓

(3)

2.2

2.2.1 Market environment ✓

(1)

2.2.2 Political factor✓

Economical factor✓

Social factor✓

Technological factor ✓

Legal factor ✓

Environmental factor✓

Mark the first FIVE (5X1) (5)



2.3

- Calculation of the levy that is due each month. ✓✓
- Business with 50 or more employees must appoint a Skill Development facilitator. ✓✓
- Paper work involved in paying skills levy. ✓✓
- Employees must pay a monthly skills development levy of 1% of the total amount payable to employees. ✓✓
- Employees become more skilled. ✓✓
- Registration with SARS for payment of the levy. ✓✓
- Any other relevant answer

Mark the first FOUR

(4X2) (8)

2.4

2.4.1 National Credit Act ✓✓

Because BMW decline his credit application without giving him reasons✓

(3)

2.4.2

- The consumer have the right to information✓ in any official language.✓
- Consumers are entitled to receiving✓ monthly statements.✓
- More information must be given to consumers, ✓ consumer have the right to know the reasons for credit being refused. ✓
- Discourages consumers from purchasing✓ goods that they cannot afford. ✓
- The NCA protects consumers✓ against the excessive granting of credit. ✓
- The NCA protects consumers✓ against unfair credit practices. ✓

Mark the First FOUR

Max (8)

2.5 Steps in evaluating strategies

- Examine the underlying basis✓ of a business strategy.✓
- Look forward and backwards✓ into the implementation process.✓
- Compare the expected performance✓ with the actual performance.✓
- Measure business performance✓ in order to determine the reasons for deviations / analyse these reasons.✓
- Take corrective action✓ so that deviations may be corrected.✓
- Set specific dates✓ for control and follow up.✓
- Draw up a table✓ of the advantages and disadvantages of a strategy.✓
- Decide on the desired outcome✓ to determine the effectiveness of the strategy. ✓
- Consider the impact of the strategic implementation✓ on the internal and external environments of the business.✓
- Any other relevant answer related to the steps in strategy evaluation

NOTE: Steps can be in any order

Max (10)

2.6 Porter's five forces



2.6.1 Threats of new entrants

- VIP Cosmetics Labs has the advantage of being one of the market leaders because they have a good name and a good reputation. Therefore the threat of new entrants is low√√
- It will not be easy for competitors to enter the market because a large amount of capital is required to establish the company√√

Sub max (4)

2.6.2 Power of competitors

- VIP Cosmetics products are affordable as compared to their competitors. This means the company can have the ability to control the market. √√
- VIP Cosmetics sell a wide variety of products and this may give them power over competitors. √√

Sub max (4)

2.6.3 Power of buyers

- The customers of VIP Cosmetics Labs will have little power to negotiate prices because the company's products are in demand. √√
- VIP Cosmetics Labs offers its buyer's huge variety as well as price advantages/Buyers will not have the power to demand lower prices. √√

Sub max (4)

Max (12)

[60]



QUESTION 3

3.1 FOUR management tasks

- Planning✓
- Controlling✓
- Organising✓
- Leading✓

(4x1)(4)

3.2

Differences between leadership and Management

Leadership	Management
- Influences✓ human behaviour.✓	- Guides✓ human behaviour.✓
- Communicates✓ by means of interaction/behaviour/vision/values/charisma.✓	- Communicates through management functions✓, e.g. line function✓
- Encourages new ideas✓ to increase productivity.✓	- Administers plans/programs/tasks✓ to reach targets.✓
- Inspires staff to trust✓ and support each other.✓	- Controls systems and procedures✓ to get the job done.✓
- Focuses on what✓ and why.✓	- Focuses on how✓ and when.✓
- Does the right things.✓	- Does things right.✓
- Focuses on the horizon✓ to take long-term decisions.✓	- Focuses on the bottom line✓ to take short-/medium-/long-term decisions.✓
- Leaders are born✓ with natural/instinctive leadership skills.✓	- A person becomes a manager✓ because he/she is appointed in the position/ trained/qualified.✓
- Guides/Leads people✓ to become active participants.✓	- Manages the process of getting things done✓ by exercising authority.✓
- Have power/influence✓ because of his/her knowledge/intelligence/skills.✓	- Have power/authority✓ because of the position into which they are appointed.✓
- Always trying to find more efficient ways✓ of completing tasks.✓	- Enforce rules on subordinates✓ to ensure that tasks are completed.✓
- Motivational/Inspirational✓ in their approach.✓	- Instructional✓ in their approach.✓
- People orientated.✓	- Task orientated.✓
- Lead by example/trust/respect.✓	- Manage by planning/organising/leading/ control.✓
- Any other relevant answer related to leadership.	- Any other relevant answer related to management.
Sub max (6)	Sub max (6)

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Leadership style

Democratic Leadership style	Autocratic Leadership style.
It involves all employees✓ in the	Is a leadership style where the leader✓



decision making✓	makes all the decisions✓
The leader involves employees✓ in the decision making process✓	The leader does not allow✓ for any negotiations✓
The leader remains responsible✓ for making decisions✓	The leader makes the decisions✓ by telling employees what he/she wants done✓ and how he/she wants it done✓
Values the opinion of the employees,✓ but remains committed to the task✓	Not concerned✓ about the opinion of the employees✓
Handles conflict situations✓ by involving subordinates in finding the best solution✓	Handles conflict situations✓ by telling subordinates what they should do✓
Task-orientated,✓ but consider employee's feelings and opinions✓	Strictly task-orientated✓ and does not consider employee's feeling or opinion✓
The leader allows two-way communication✓ ensures group dedication to the final decision✓	The leader remains in control✓ and rarely accepts advice from followers.✓
Sub Max 6	Sub Max 6

The answer does not have to be in tabular form as long as the distinction is clear.

Max (12)

3.3.2

How to apply Democratic Leadership style

- Suitable when cooperation is required✓ between a leader and a team✓
- Suitable when decisions need to be looked at✓ from a several perspective✓
- Suitable where group members are skilled✓ and eager to share their ideas✓

Sub Max (4)

How to apply Autocratic Leadership style

- Suitable when employees are unsure about a task✓ and need instruction✓
- Suitable when urgent decisions✓ must be made✓
- Suitable when new policies✓ are implemented✓

Sub Max (4)

Max (8)



3.4

3.4.1 Advertising Refers to practices of marketing second-hand goods as new✓ or exaggerating the abilities of a product. ✓

3.4.2 Dealing with waste Dumping waste in places where it is not permitted, ✓ not controlling carbon emission according to legislation.✓

3.4.4 Applying for the tender Bribing officials to secure a tender✓ or bribing relevant people to lie on your behalf to avoid punishment✓

Max (6)

3.5

Nominal – Group	Empty chair technique
Each idea is written down on a flip chart,✓ without criticizing any of the idea. ✓	Involves two people sitting on chairs✓ facing one another✓
Participants rank the idea✓ from most favourite to least favourite✓	The person sitting in one chair has to identify✓ all advantages concerning a particular choice or problem✓
Participants generate idea✓ to solve a problem✓	The person sitting in the other chair must identify✓ all the disadvantages regarding the problem or choice✓
Sub max 4	Sub max 4

NOTE: 1.The answer does not have to be in tabular format but the distinction must be clear.

Max (8)

3.6 FOUR advantages of creative thinking in the work place

- It improves the quality of solution✓ to business problem✓
- Stimulates brain function of managers/employees✓ as they are continuously pushed out of their comfort zone.✓
- Managers/employees have more confidence✓ as they can live up to their full potential✓
- Creativity may lead to new innovations✓ which improves the general standard of living✓
- Management/employees can keep up✓ with fast changing technology✓
- It stimulates profitable new ideas✓ for the product, marketing campaigns and public relations, among other things✓
- It motivates workers✓ and improves their skills✓ and makes for a happier workforce✓
- Productivity increases✓ as time is utilised more effectively.✓
- Starts the process of problem solving,✓ as there are usually more problems than solutions.✓
- May give businesses a competitive advantage✓ if usually or unique solutions or Ideas are implemented✓

• Any other relevant answer **Mark Five only**

Max (10) [60]



QUESTION 4

4.1

4.1.1 FIVE team roles according to MTR-I

- Innovator✓
- Coach✓
- Scientist✓
- Sculptor✓
- Conductor ✓

(5x1)(5)

4.1.2 FOUR stages of team performance

- Forming✓ – Team members focus on getting to know one another and making new friends✓✓
- Storming✓ – Team members are actively engaged in the task at hand and reveal their true characters✓✓
- Norming✓ – Team members are starting to accept and trust one another, they settle down✓✓
- Performing✓ – Team has dealt with all conflict and are working together well✓✓

Max (12)

4.1.3 Ways in which business can deal with difficult employees

- Regular meetings with supervisors should help to identify problem behaviour✓✓
- Understand the person's intentions and why they react in a certain way✓✓
- Identify the type of personality which is creating the problem✓✓
- Meet privately with difficult employees, so that other employees do not distract them✓✓
- Identify and provide a support program to address areas of weakness✓✓
- Sometimes it may be necessary to ignore and just monitor a difficult person✓✓
- Remain calm and in control of the situation to get the person to collaborate✓✓
- Help difficult employees to be realistic about the task at hand✓✓
- Deadlines date should be discussed with the employee and his/her progress should be monitored prior to the deadline✓✓
- Any other relevant answer

Max (10)

4.2 ONE consumer right

- The right to information✓
- The right to choose✓
- The right to safety✓
- The right to a healthy environment✓
- The right to compensation✓
- The right to representation✓✓

Mark the first one

(Any 1x1) (1)



4.3 How businesses can promote inclusivity in a workplace

- Address discrimination by appointing both men and women✓ in all positions, including management. ✓
- Draw up policies✓ that address the issue of discrimination✓
- Address discrimination against disabled people✓ by appointing disabled persons✓
- Show mutual respect for colleagues,✓ superiors and subordinates.✓
- Provide greater opportunities✓ for women in the workplace. ✓
- Make sure that the demographics of the country are reflected✓ in the workplace by appointing people from all races and gender✓
- Address unfair discrimination by providing employees with equal access✓ to opportunities for training and promotion.✓
- Any other relevant answer.

(Any 4x2)(8)

4.4

4.4.1

- Paul always arrive late on Mondays✓
- He uses the company's money to book his family an expensive holiday around the world.✓
- Promoted his wife to a senior position without proper documents and skills.✓

NOTE: Answers must be based on the scenario.

(3x1)(3)

4.4.2

- The senior management of the company must act as role model by ensuring that all their actions and decisions are in line with the code of conduct of the business✓✓
- The business should hire trustworthy accountants with good reputation✓✓
- Staffing and other process should be done open and transparent✓✓

(3x2)(6)

4.5.1

THREE statements from the scenario	Specific element of Total Quality Management (TQM)
Many orders have been delivered late and customers returned faulty shoes and jackets✓	Total client satisfaction✓✓
There are no quality control measures in place, and the company uses an out-of-date machines and service delivery system.✓	Continuous improvement of processes and systems✓✓
A skills audit has not been conducted to determine the qualifications and competence of staff✓	Continuous skills development✓✓
Sub max 3	Sub max 6

NB: Allocate marks even when answer are not in a tabular form. If the quote is wrong the element should be marked wrong

Max (9)



4.5.2 THREE advantages of quality management system

- Increased customer satisfaction✓✓
- Increased employee skills and knowledge through constant training✓✓
- Constant improvement of products and services✓✓
- Increased competitiveness as high quality places products above those of competition.✓✓
- Increased likelihood of achieving business vision and goals✓✓
- Any other relevant answer

Mark the first Three

Any (3x2) (6)

[60]

QUESTION 5 MISCELLANEOUS TOPICS

5.1 FOUR elements of BBBEE

- Ownership✓
- Management and control✓
- Skills development✓
- Enterprise and supplier development✓
- Socio-economic Development✓

Max (4)

Mark the first Four only

5.2

5.2.1 Horizontal integration✓✓ (2)

5.2.2 Forward integration✓✓ (2)

5.2.3 Backward integration (Vertical) ✓✓ (2)

5.3

5.3.1 Retrenchment:

- Is a processes of decreasing costs✓ by cutting the number of employees,✓ number of products✓ or closing down certain departments. ✓

5.3.2 Liquidation:

- Is when the management decide to close down the entire business✓ because it is not profitable✓ by selling the assets of the business. ✓

Max (4)

5.4

5.4.1 Laissez-faire leadership✓✓

5.4.2 Transactional leadership theory✓✓

5.4.3 Transformational leadership✓✓

5.4.4 Charismatic leadership✓✓

Max (8)



5.5

Role of personal attitude in successful leadership

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

Max (8)

5.6 A person who thinks creatively and is imaginative,✓ challenges norms and starts new things ✓

(2)

5.7 FIVE ways in which business may promote human rights in the work place

- Employees should be encouraged and provided with opportunity to further their education✓✓
- Businesses must pay fair remuneration to employees✓✓
- Employees must be treated equally and fairly✓✓
- Freedom of association in the workplace must be allowed.✓✓
- Businesses must respect employees' rights to work in a safe place.✓✓
- Businesses can implement poverty alleviation programmes.✓✓
- Businesses can help reduce unemployment through implementing skills development programmes ✓✓
- Any other relevant answer

(Any 4x2)(8)

5.8 Any THREE Criteria for a successful team performance

- All members should take part✓ in decision making✓
- Commitment by members✓ to the common goal ✓
- Team members to respect✓ and trust each other✓
- Team leader should acknowledge credit✓ to members for positive contribution✓
- Respect the knowledge✓ and skills of other members✓
- Agreement on methods✓ to get the job done effectively✓ without wasting time on resolutions✓

Max (6)



5.9 Distinguish between Job description and Job specification

Job description	Job specification
- Describes duties/responsibilities✓ of a specific job/summary✓ of the nature/type of the job✓	Specifies the minimum acceptable personal qualities/skill/qualifications✓ needed for a job.✓
- Describes key performance area/tasks for a specific job✓ e.g. job title/working conditions relationship of the job with other jobs in the business,✓ etc.	- Describes key requirements for the person who will fill the position✓ e.g. formal qualifications/willingness to travel/work unusual hours, ✓ etc.
- Written description of the job✓ and its requirements✓	- Written description of specific qualifications/skills/experience✓ needed for the job✓
Sub max 4	Sub max 4

NOTE: The distinction must be clear

Answers does not have to be in a tabular format

Max (8)

5.10 THREE ways in which the quality of performance of the marketing function can contribute to the success of businesses

- Effective product development to keep up with trends✓✓
- Use pricing techniques to ensure a competitive advantage✓✓
- Adhere to ethical advertising practices when promoting products/services✓✓
- Identify competitive edge by conducting regular market and profitability✓✓
- Constant review of value issues✓✓
- Acquire a greater market share through good customer service✓✓
- Co-ordinate distribution with the production/advertising strategies✓✓

Max (6)

[60]



SECTION C

QUESTION 6

6.1 Introduction

- The BCEA regulates the working hours of employees other than senior management. ✓
- Employers should have a good understanding of their obligations✓
- All companies must register their business with the commissioner of the compensation fund for COIDA. ✓
- In the event of an injury or death on duty the business must notify the commissioner within seven days
- Any other relevant answer for both COIDA and BCEA

Any (2x1)(2)

6.2 Their nature and purpose/aims

BCEA

- It lays down the minimum requirements✓ of employment✓
- Ensures that working conditions of unorganised✓ and vulnerable workers meet minimum standards✓
- Advances economic development✓ and social justice✓
- Removes rigidities and inefficiencies✓ from the regulation of minimum conditions of employment✓

Sub Max (4)

COIDA

- To provide compensation✓ for disablement caused by occupational injuries or diseases sustained ✓or contracted during the course of employment ✓
- To provide loved ones with compensation✓ for death resulting from such injuries or diseases✓
- Any other relevant answer based on the two Acts

**Sub Max (4)
Max (8)**

6.3 Name and explain any THREE types of leaves outlined in the BCEA

- Annual Leave✓: to be taken after 12 months of continuous employment- 21 consecutive days of full pay✓✓
- Sick leave✓ : to be taken for six weeks(30 working days) for every 36 months worked ✓✓
- Maternity leave ✓: taken for four consecutive months when a female employee went to give birth ✓✓
- Family-responsibility leave✓: taken for 3 to 5 days paid leave per year e.g. if the child is sick, if a member of the employee's immediate family dies. ✓

Mark only the first THREE

(3x3) (9)

6.4 The impact the TWO legislations on the business operations

BCEA

Positives

- Promote equal opportunity✓ and fair treatment on employment✓
- Outline minimum requirements✓ and forms the basis of employment contract✓
- Promote fair treatment✓ of employees in a business✓
- Encourages consultation✓ between the employer and employees

AND OR

Negatives

- The process of ensuring that all employees have employment contract✓ can be time consuming✓
- Business must appoint a specialist✓ who is familiar with BCEA and this can be costly✓
- Procedures and processes of the Act can be very costly✓ to the business✓
- Any other relevant answer

Sub Max (4)

COIDA

Positives

- Promotes safety✓ in the workplace✓
- Eliminates time and costs spent✓ on lengthy civil court proceedings✓
- Create a frame work for fair employment practices✓ and safety regulations✓
- Supply administrative guideline✓ for dealing with and processing claims✓

AND OR

Negatives

- Claiming processes and procedures✓ can be time consuming✓
- Employers may be forced to pay heavy penalties✓ if they are found guilty of negligence✓
- Procedures required by this Act may be costly✓ as paperwork places an extra administrative burden on business✓
- Employers have to register all their workers✓ and make annual contributions to COIDA,✓ which may result in cash flow problems✓
- Any other relevant answer

Sub Max (4)

Max (8)



6.5 The penalties/consequences for non-compliance.

BCEA

- A labour inspector will issue a compliance order✓ against employer who fail to comply with the requirements ✓
- Offences regarding child labour and forced labour✓ are criminal offences✓
- Under certain circumstances✓ the employer can be taken to the Labour Court for a decision✓
- Amounts due in terms of the BCEA✓ can be claimed regarding the CCMA or Labour Court.✓
- Any other relevant answer

Sub Max (2)

COIDA

- A Number of contraventions of COIDA constitute criminal offences✓ punishable by a fine or imprisonment or both✓
- The inspector may investigate✓ incidents and the chief Inspector may order an inquiry to be held ✓

Sub Max (2)

Max (4)

6.6 Conclusion

- Employers must establish health-and- safety committees in the workplace and consult them regularly to discuss and review measures to ensure health and safety. ✓✓
- BCEA regulates the basic conditions under which companies employ workers and how they should be treated✓✓
- Any other relevant conclusion

(Any 1x2)(2)



BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	MAX 32
Their nature and Purpose/Aims	8	
Types of leave	9	
Their impact on the business operations	8	
The penalties/consequences for non-compliance.	4	
Conclusion	2	
Layout		2marks
Analysis		2marks
Synthesis		2marks
Originality		2marks
TOTAL		40marks

QUESTION 7

7.1 INTRODUCTION

- Corporate social responsibility (CSR) is the way a business conducts itself, ethically and morally, regarding their use of human resources, physical resources and their funds.✓
- 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.✓
- Corporate social responsibility is about making profit in a responsible way, e.g. taking into account the impact of the business's operations on the environment.✓
- Businesses are corporate citizens and therefore have a responsibility towards society.✓
- 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 wellbeing of the community in relation to profitability and productivity.✓
- Any other relevant introduction related to CSR and CSI.

(Any 2x1((2)

7.2 Explanation of Corporate Social Responsibility

- It refers to the public's duty✓ to further the interests of society✓
- It refers to a business responsibility✓ to further the interest of the community in which it operates✓
- It is about making profit in are responsible way, ✓ by taking into account the impact of a business on the environment✓
- Any other relevant answer

Max(4)



7.3 Distinguish between corporate social responsibility and corporate social investment

Corporate Social Responsibility	Corporate Social Investment
<ul style="list-style-type: none"> - It is about making profit✓ in a responsible way✓ - It Doesn't refer to a series of action, ✓but to an attitude aimed at conducting business responsibly ✓ - Does not necessarily improve profitability, ✓ but will decrease costs associated with irresponsible business operations✓ - Any other relevant answer. 	<ul style="list-style-type: none"> - Aim to improve the standard of living✓ of the greater society✓ - Action taken by businesses to benefit communities✓ by investing time, effort, skills and money in a particular community✓ - Not aimed at increasing a business profitability✓ - Any other relevant answer
Sub Max 4	Sub Max 4

Allocate full marks even if answers are not in a tabular form but there is a clear distinction.
Max (8)

7.4 Nature of CSR

- CSR programmes are internal programmes✓ that businesses use to comply with laws and ethics.✓
- Key areas of concern are protecting the environment, ✓ the wellbeing of employees from the community and civil society in general.✓
- Businesses seek to promote public interest✓ and do away with harmful practices without the need for any formal legislation.✓
- Business operations address Triple Bottom line through CSR programmes✓ by considering its impact on people, profit and planet.✓
- CSR aims at creating a safe working environment✓ for employees.✓
- CSR programmes and activities the business undertakes have to contribute positively✓ to the community in which the business operates.✓
- CSR may take the form of a monetary donation✓ to support local organisations.✓
- Any other relevant answer related to the nature of the CSR.

Max (6)

7.5 Benefits of CSR for businesses

- May attract experienced employees/increase✓ the pool of skilled labour which could increase productivity.✓
- A business may have a competitive advantage, ✓ resulting in good publicity and an improved reputation.✓
- Promotes customer loyalty✓ resulting in increased sales and profit.✓
- Businesses can use CSR programmes as a marketing strategy✓ to promote their products.✓
- The business enjoys the goodwill and support✓ of communities/attracts consumers.✓
- CSR programmes promote teamwork✓ within businesses.✓
- CSR helps to attract investors.✓
- Gives businesses tax advantages✓ such as tax reduction/rebates.✓



- The community feels more positive towards the business✓ that looks after employees and conducts itself in a responsible way.✓
- Assists in solving socio-economic issues✓ like poverty.✓
- If the corporate sector gets voluntarily involved in CSR, ✓ it is less likely that government will enforce the issue through legislation.✓
- Employees feel like 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 focussed CSR programmes.✓
- Businesses become more community-based✓ by working closely with the community to roll out skills development projects.✓
- Any other relevant answer related to the benefits of CSR for businesses.

Max (10)

7.6 Conclusion

- Corporate social responsibility is an obligation required by law and benefits both business and society.✓✓
- CSR programmes and CSI projects allow businesses to influence people's lives in many ways.✓✓
- Businesses use CSR programmes and CSI projects to comply with laws and ethics.✓✓
- Any other relevant conclusion on CSR and the wellbeing of the community.

(1x2)

Max (2)

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	MAX 32
Explanation of Corporate Social Responsibility	4	
distinguish between corporate social responsibility and corporate social investment	8	
The nature of CSR	6	
The benefits of CSR for both businesses	10	
Conclusion	2	
Layout		2marks
Analysis		2marks
Synthesis		2marks
Originality		2marks
TOTAL		40marks



QUESTION 8

8.1 Introduction

- Human resources management is one of the functions that contribute to the success of the business. ✓
- Businesses must follow a step-by-step process to ensure that the most efficient candidates will be selected for the post. ✓
- It ensures that the aim and objectives of the business are achieved and proper planning of human resource is done. ✓
- Any other relevant introduction related to Human Resources Function.

(Any 2 x 1) (2)

8.2 Body

8.2.1 Recruitment

- The job analysis must be done✓, e.g. the job description and job specification. ✓
- Determine the key performance areas✓ of the specific job. ✓
- The human resources manager must decide on the specific source✓ to be used. ✓
- The two kinds of sources✓ are internal or external. ✓
- The internal source is when the candidate is found✓ from within the business✓.
- The external source is when the business makes use of advertising, ✓educational institutions, ✓ head hunting, etc. ✓✓
- Any other relevant answer related to recruitment.

(Any 4 x 2) (8)

8.2.2 Selection

- The human resources manager must formulate short-listing criteria✓ for the applicants. ✓
- Read through application forms and curriculum vitae (CV)✓ from applicants for the post. ✓
- The HR manager compiles a short list of all candidates who✓ meet the requirements for the job.✓
- Inform unsuccessful candidates✓ about the outcome of their application. ✓
- The HR manager invites the candidates who were short-listed✓ to an interview.✓
- Candidates may also ask to complete certain tests, ✓e.g. personality tests, aptitude tests and /or skills tests.✓
- The successful candidate is informed✓ by correspondence, that he/she is appointed.✓
- The successful candidate will receive a written contract✓ and he/she must sign it.✓
- Any other relevant answer related to the selection process.

(Any 4 x 2) (8)

8.2.3 Aspects to be included in the induction programme

- Overview of the business. ✓✓
- Introduction to key people and immediate colleagues. ✓✓
- Discussion on employee benefits ✓✓
- Safety regulations and rules. ✓✓
- Meeting with senior management who will explain the company's vision/values/job descriptions/daily tasks.✓✓
- Administration details on systems/processes/logistics✓✓



- Tour of the premises Discussion of employment contract and conditions of service ✓✓
- Conditions of employment, e.g. working hours/leave application process/disciplinary procedures ✓✓
- Any other relevant answer related to the induction process.

(Any 4 x 2) (8)

8.2.4 Matters regarding current legislation to consider.

Examples:

- Basic Conditions of Employment Act (BCEA) ✓✓ e.g. when considering applicants for a permanent or contract post. ✓ Compliance in terms of the Act when drawing up an employment contract. ✓
- Affirmative Action ✓✓ e.g. consider applicants from disadvantaged groups. ✓
- Employment Equity Act ✓✓ e.g. consider applicants in terms of race, gender and equity. ✓
- Skills Development Act ✓✓ e.g. consider development and training. ✓
- Any other relevant answer related to current legislation when filling a vacancy.

(Any 3 x 3) (9)

Conclusion

- Businesses spend large amounts of money to ensure that the correct employee is appointed. ✓✓
- Therefore, the human resources manager must follow the prescribed steps in order to appoint the most suitable candidate for the job. ✓✓
- Any other relevant conclusion related to the steps in filling a vacancy.

(Any 1 x 2) (2)

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	MAX 32
Discuss in detail your recruitment	8	
Discuss in detail your selection	8	
Aspects to be included in the induction programme	8	
THREE matters that should be considered when filling this vacancy.	9	
Conclusion	2	
Layout		2marks
Analysis		2marks
Synthesis		2marks
Originality		2marks
TOTAL		40marks

Total Section C: 80

GRAND TOTAL: 300

