



DEPARTMENT OF EDUCATION  
DEPARTEMENT VAN ONDERWYS  
LEFAPHA LA THUTO  
ISEBE LEZEMFUNDO

**PROVINSIALE VOORBEREIDINGSEKSAMEN/  
PROVINCIAL PREPARATORY EXAMINATION**

**GRAAD/GRADE 12**

**BESIGHEIDSTUDIES V1/  
BUSINESS STUDIES P1**

**SEPTEMBER 2023**

*Stanmorephysics*

**PUNTE/MARKS: 150**

**TYD/TIME: 2 uur/hours**

**Hierdie vraestel bestaan uit 9 bladsye./  
This question paper consists of 9 pages.**

## INSTRUCTIONS AND INFORMATION

Downloaded from [Stanmorephysics.com](http://Stanmorephysics.com)

Read the following instructions carefully before answering the questions.

1. This question paper consists of THREE sections and covers TWO main topics.

**SECTION A: COMPULSORY**

**SECTION B:** Consists of THREE questions.

Answer any TWO of the three questions in this section.

**SECTION C:** Consists of TWO questions.

Answer any ONE of the questions in this section

2. Read the instructions of the question for each question carefully and take note of what is required.

Note that ONLY the first TWO questions selected in SECTION B and the answers to the FIRST question selected in SECTION C will be marked.

3. Number the answers correctly according to the numbering system used in this question paper. No marks will be awarded for answers that are numbered incorrectly.
4. Except where other instructions are given, answers must be written in full sentences.
5. Use the mark allocation and nature of each question to determine the length and depth of an answer.
6. Use the table below as a guide for mark and time allocation when answering each question.

SECTION	QUESTION	MARKS	TIME (minutes)
<b>A: Objective-type questions COMPLUSORY</b>	1	30	20
<b>B: THREE direct /indirect-type questions CHOICE: Answer any TWO.</b>	2	40	70
	3	40	
	4	40	
<b>C: TWO essay-type questions CHOICE: Answer any ONE.</b>	5	40	30
	6	40	
<b>TOTAL</b>		<b>150</b>	<b>120</b>

7. Begin the answer to EACH question on a NEW page, e.g. QUESTION 1 – new page, QUESTION 2 – new page.
8. You may use a non-programmable calculator.
9. Write neatly and legible.



**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 to 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.

1.1.1 This Act prevents unfair marketing practices:

- A Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997)
- B Consumer Protection Act (CPA), 2008 (Act 68 of 2008)
- C Labour Relations Act (LRA), 1995 (Act 66 of 1995)
- D National Credit Act (NCA), 2005 (Act 34 of 2005)

1.1.2 KL Handbags Manufacturers operates in the ... sector as it is producing final products.

- A Informal
- B Tertiary
- C Primary
- D Secondary

1.1.3 Workers may not work more than ... hours overtime per day.

- A 10
- B 3
- C 15
- D 20

1.1.4 Employees can terminate an employment contract when they may have reached a pre-determined age, that is known as ...

- A pension
- B dismissal
- C resignation
- D retirement

1.1.5 Marumo Traders offer vehicle, travel and cell phone allowances to the employees as an example of ...

- A fringe benefits
- B compulsory deductions
- C remuneration
- D salary

(5 x 2) (10)





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

SWOT; public relations; do; learnership; no control;  
general management; little control; plan; internship; PESTLE

- 1.2.1 Mandy's Courier Services has ... over the increasing price of petrol.
- 1.2.2 An ... agreement includes practical work experience that can lead to a recognised occupational qualification.
- 1.2.3 NC Traders used the ... analysis by evaluating the good practices and challenges experienced within the business.
- 1.2.4 The ... function is responsible for the release of positive press statements in order to boost the image of the business.
- 1.2.5 XYZ Manufacturers have identified the problem which led to poor quality products. This is known as the ... step in the PDCA model.
- (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 to 1.3.5) in the ANSWER BOOK, e.g. 1.3.6 K.

COLUMN A	COLUMN B
1.3.1 National Skills Development Strategy	A ability of goods to meet the specific needs of customers
1.3.2 Market development	B written description of specific qualifications and experience needed
1.3.3 Quality	C process whereby a business appoints a selected candidate for an open position
1.3.4 Recruitment	D provides access to training programmes
1.3.5 Job specification	E businesses introduce new products into existing markets
	F ability of goods to meet the specific needs of customers above their expectations
	G improves social development and reduce poverty
	H process whereby a business identifies a vacancy and attracts suitable candidates for the position
	I businesses aim to sell its existing products in new markets
	J written description of the job and its requirements

(5 x 2) (10)

**TOTAL SECTION A: 30**



**SECTION B**

Answer ANY TWO 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, e.g. QUESTION 2 on a new page, QUESTION 3 on a new page, etc.

**QUESTION 2: BUSINESS ENVIRONMENTS**

- 2.1 Name any THREE pillars of the Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003), (amended in 2013). (3)
- 2.2 Outline how SETA's are funded. (6)
- 2.3 Read the scenario below and answer the question that follows.

**PRETTY FURNITURE (PF)**

Pretty Furniture have been facing some challenges in the recent years. They are losing some of their customers as the business does not have online transaction facilities. They are also experiencing a decline in sales due to the high unemployment rate. The packaging material that PF uses is not recyclable.

Identify THREE factors of the PESTLE analysis that pose challenges to PF. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 2.3.

PESTLE FACTORS	MOTIVATIONS
1.	
2.	
3.	

- 2.4 Describe the strategic management process. (6)
- 2.5 Discuss the advantages of intensive strategies for businesses. (4)
- 2.6 Explain the following provisions of the Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997):
  - 2.6.1 Meals-breaks/Rest periods (2)
  - 2.6.2 Annual leave (2)
  - 2.6.3 Family responsibility leave (2)
- 2.7 Suggest ways in which businesses can comply with the Compensation for Occupational Injuries and Diseases Amendment Act (COIDA), 1997 (Act 61 of 1997). (6)

**[40]**



**QUESTION 3: BUSINESS OPERATIONS**

- 3.1 List any TWO sources of external recruitment. (2)
- 3.2 Outline the selection procedure as a human resources activity. (6)
- 3.3 Explain the advantages of fringe benefits on businesses. (6)
- 3.4 Advise businesses on the importance of skills development in the human resource function. (6)
- 3.5 Read the scenario below and answer the questions that follow.

**SUPER SAVE MANUFACTURERS (SSM)**

The management of Super Save Manufacturing has received many complaints from their customers about the poor quality of their products. Ideas on how SSM can improve the quality of the product were requested. Investigations were conducted with solutions submitted to management.

- 3.5.1 Quote TWO roles of the quality circles from the scenario above. (2)
- 3.5.2 Advise the management of SSM of other roles of quality circles in improving the quality of products. (4)
- 3.6 Identify the total quality management (TQM) elements applied by Arthur Traders in EACH statement below.
- 3.6.1 The employees at Arthur Traders regularly attend training courses on service delivery. (2)
- 3.6.2 The management of Arthur Traders always request their buyers to complete a questionnaire on the quality of their products and services. (2)
- 3.7 Describe how quality of performance in the *administration function* can contribute to the success of a business. (4)
- 3.8 Advise businesses on the impact of total quality management (TQM) if it is poorly implemented. (6)

**[40]**

**QUESTION 4: MISCELLANEOUS TOPICS**

**BUSINESS ENVIRONMENT**

- 4.1 Name any TWO types of integration strategies. (2)
- 4.2 Outline steps when evaluating a strategy. (4)
- 4.3 Identify the element of Porter's Five forces model that applies to Milky Milk in EACH of the following statements:
  - 4.3.1 Branded Bottles is the only place where Milky Milk can buy their plastic bottles. (2)
  - 4.3.2 Strawberry Milks attracts more customers than Milky Milk. (2)
- 4.4 Explain the rights of the consumer according to the National Credit Act, 2005 (Act 34 of 2005) (4)
- 4.5 Discuss TWO types of defensive strategies. (6)

**BUSINESS OPERATIONS**

- 4.6 Name TWO salary determination methods used by businesses. (2)
- 4.7 Outline aspects that should be included in an induction programme. (4)
- 4.8 Read the scenario below and answer the questions that follow.

**FRANCIS FLORA CAKES (FFC)**

Francis Flora Cakes specialises in the baking of birthday and wedding cake for local businesses. FFC ensures that checks are carried out during and after the production process. FFC also ensures that all business functions use the necessary tools to improve the quality of the product.

- 4.8.1 Identify TWO quality concepts applied by FFC. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer Question 4.8.1.

QUALITY CONCEPTS	MOTIVATIONS

- 4.8.2 Explain to FFC the benefits of a good quality system. (4)
- 4.9 Suggest ways in which total quality management (TQM) can reduce the cost of quality. (4)

**[40]**

**TOTAL SECTION B: 80**

Please turn over



**SECTION C**

**NOTE:** Clearly indicate the QUESTION NUMBER of the question chosen.  
The answer to this question must start on a NEW page, e.g. QUESTION 5 on a NEW page.

**QUESTION 5: BUSINESS ENVIRONMENTS (LEGISLATION)**

The Employment Equity Act (EEA), 1998 (Act 55 of 1998) was introduced to promote equity in the workplace and has a direct impact on businesses. Businesses are obliged to comply with the requirements of the Act or face penalties for non-compliance.

Write an essay on Employment Equity Act, in which you include the following aspects:

- Outline the purpose of the Employment Equity Act.
- Explain the impact of this Act on businesses.
- Discuss the consequences/penalties that businesses may face for not complying with the EEA.
- Suggest ways in which businesses can comply with this Act.

**[40]****QUESTION 6: BUSINESS OPERATIONS (HUMAN RESOURCE FUNCTION)**

The human resources manager has an important role to play during the interviewing of candidates. Businesses must offer a comprehensive induction programme to new employees and prepare employment contracts that comply with legal requirements for the selected candidates. Businesses should consider the implications of the Labour Relations Act, 1995 (Act 66 of 1995) on human resources function.

Write an essay on the human resource function, in which you include the following aspects:

- Outline the role of the interviewee during the interview.
- Explain the impact of induction for businesses.
- Discuss the legal requirements of the employment contract.
- Advise the businesses on the implications of the Labour Relations Act on the human resources function.

**[40]**

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





DEPARTMENT OF EDUCATION  
DEPARTEMENT VAN ONDERWYS  
LEFAPHA LA THUTO  
ISEBE LEZEMFUNDO

**PROVINCIAL PREPARATORY EXAMINATION**

**GRADE 12**

**BUSINESS STUDIES P1  
MARKING GUIDELINES  
SEPTEMBER 2023**

**MARKS: 150**

**These marking guidelines consist of 26 pages.**



## NOTES TO MARKERS

### PREAMBLE

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

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

1. For marking and moderation purposes, the following colours are recommended:  
Marker Red/Green  
Senior Marker: Deputy Chief Brown/Black/Blue Pink  
Marker: Chief Marker: Internal Orange/Turquoise  
Moderator: DBE Moderator:
  2. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question.
  3. Comprehensive marking guidelines have 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 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 guidelines. Only the total for each question should appear in the left-hand margin next to the appropriate question number.
  8. In an indirect question, the theory as well as the response must be relevant and related to the question.



9. Incorrect numbering of answers to questions or sub questions in SECTIONS A and B will be severely penalised. Therefore, correct numbering is strongly recommended in all sections.

10. No additional credit must be given for repetition of facts. Indicate with an 'R'.

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



11.1 When 'evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance, e.g. **Positive:** 'COIDA eliminates time and costs spent ✓ on lengthy civil court proceedings.' ✓

11.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance candidates are also expected to support their responses with more depth, e.g. 'COIDA eliminates time and costs spent ✓ on lengthy civil court proceedings ✓, because the employer will not be liable for compensation to the employee for injuries sustained during working hours as long as it can be proved that the business was not negligent. ✓

**NOTE:** 1. The above could apply to 'analyse' as well.

2. Note the placing of the tick (✓) in the allocation of marks.

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

Cognitive verbs, such as:

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

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

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



14. **SECTION B**

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

**NOTE:** This applies only 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 15.1 above still applies.

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

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

14.4.1 If the number of facts are specified, questions that require candidates to 'describe/discuss/explain' may be marked as follows:  
 Fact 2 marks (or as indicated in the marking guidelines)  
 Explanation 1 mark  
 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	<b>Maximum: 32</b>
Content	
Conclusion	
Insight	<b>8</b>
<b>TOTAL</b>	<b>40</b>



15.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, a body and a conclusion?	<b>2</b>
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')	<b>2</b>
Synthesis	Are there relevant decisions/facts/responses made based on the questions?  Option 1: <b>Only relevant facts: 2 marks (No – "S")</b> Where a candidate answers 50% or more of the question with only relevant facts; no '-S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis.  Option 2: <b>Some relevant facts: 1 mark (One - "S")</b> Where a candidate answers less than 50% of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis.  Option 3: <b>Some relevant facts: 1 mark (One - "S")</b> Where a candidate answers less than 50% of the question with no relevant facts; two '-S' appear in the left margin. Award a ZERO mark for synthesis.  Option 4: <b>No relevant facts: 0 mark (Two) - "S"</b> Where a candidate answers less than 50% (only one question) of the questions with no relevant facts; two - "S" appears in the left margin. Award a ZERO marks for synthesis.	<b>2</b>
Originality	Is there evidence of examples, recent information, current trends and developments?	<b>2</b>
<b>TOTAL FOR INSIGHT: TOTAL MARKS FOR FACTS:</b>		<b>8</b>
<b>TOTAL MARKS FOR ESSAY (8 + 32):</b>		<b>32</b>
		<b>40</b>

- NOTE:**
- No marks will be awarded for contents repeated from the introduction and conclusion.
  - The candidate forfeits marks for layout if the words **INTRODUCTION** and **CONCLUSION** are not stated.
  - No marks will be awarded 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/markings guidelines to each question.
- 15.5 Mark all relevant facts until the SUB MAX/MAX mark in a subsection has been attained. Write SUB MAX/MAX after maximum marks have been obtained, but continue reading for originality 'O'
- 15.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows:  
 (L – Layout, A – Analysis, S – Synthesis, O – Originality) as in the table below.

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

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

**SECTION A: COMPULSORY**

**QUESTION 1**

1.1 1.1.1 B✓✓  
1.1.2 D✓✓  
1.1.3 B✓✓  
1.1.4 D✓✓  
1.1.5 A✓✓

**(5 x 2) (10)**

1.2 1.2.1 no control✓✓  
1.2.2 learnership✓✓  
1.2.3 SWOT✓✓  
1.2.4 public relations✓✓  
1.2.5 plan✓✓

**(5 x 2) (10)**

1.3 1.3.1 D✓✓  
1.3.2 I✓✓  
1.3.3 A✓✓  
1.3.4 H✓✓  
1.3.5 B✓✓

**(5 x 2) (10)**

**TOTAL SECTION A: 30**

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



**SECTION B**

**QUESTION 2: BUSINESS ENVIRONMENT**

**2.1 Pillars of BBBEE**

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

**NOTE: Mark the first THREE (3) only**

**(3x1) (3)**

**2.2 Funding of SETA'S**

- Skills Development levies paid by employers e.g. 80% is distributed to the different SETA and 20% is paid into the National Skills Fund. ✓✓
  - Donations and grants from the public. ✓✓
  - Surplus funds from government institutions. ✓✓
  - Funds received from rendering their services. ✓✓
- Any other relevant answer related to how SETA's are funded.

**Max (6)**

**2.3 PESTLE factors from the scenario**

PESTLE FACTORS	MOTIVATIONS
1. Technological ✓✓	They are losing some of their customers as the business does not have online transaction facilities. ✓
2. Social ✓✓	They are also experiencing a decline in sales due to the high unemployment rate. ✓
3. Environmental ✓✓	The packaging material that PF uses is not recyclable. ✓
Submax 6	Submax 3

**NOTE**

1. Mark the first THREE (3) only.
2. Award marks for PESTLE factors even if the motivations were incomplete.
3. Do not award marks for the motivations if PESTLE factors were incorrectly identified.

**Max. (9)**

**2.4 Strategic management process**

**OPTION 1**

- Have a clear vision/mission statement/measurable/realistic objective ✓ in place. ✓
- Identify opportunities/weaknesses/strengths/threats ✓ by conducting environmental scanning/situational analysis. ✓
- Tools available for environmental scanning ✓ may include a SWOT analysis/Porter's Five Forces model/PESTLE analysis/industrial analysis tools. ✓
- Formulate alternative strategies ✓ to respond to the challenges. ✓



- Develop (an) action plan(s), ✓ including the tasks to be done/deadlines to be met/ resources to be procured. ✓
  - Implement selected strategies ✓ by communicating it to all stakeholders/ organising business resources/motivating staff. ✓
  - Continuously evaluate/monitor/measure strategies ✓ in order to take corrective action. ✓
- Any other relevant answer related to the strategic management process.

**OR**

**OPTION 2**

- Review/Analyse/Re-examine ✓ their vision/mission statement. ✓
  - Conduct an environmental analysis ✓ using models such as SWOT/PESTLE/Porter's Five Forces. ✓
  - Formulate a strategy, ✓ such as a defensive/retrenchment strategy. ✓
  - Implement a strategy, ✓ using a template such as an action plan. ✓
  - Control/Evaluate/Monitor the implemented strategy ✓ to identify gaps/deviations in implementation. ✓
  - Take corrective action ✓ to ensure goals/objectives are met. ✓
- Any other relevant answer related to the strategic management process.

**Max (6)**

**2.5 Advantages of intensive strategies**

- Increased market share ✓ reduces the business's vulnerability to actions of competitors. ✓
  - Increase in sales/income/profitability ✓ due to variety of advertising campaigns. ✓
  - Improved service delivery ✓ may improve a business's image.
  - Businesses may have more control ✓ over the prices of products/services. ✓
  - Gain customer loyalty ✓ through effective promotion campaigns. ✓
  - Decrease in prices ✓ may influence customers to buy more products. ✓
  - Regular sales to existing customers ✓ may increase. ✓
  - Eliminate competitors ✓ and dominate market prices. ✓
  - Enables the business to focus on markets/well researched quality products ✓ that satisfy the needs of customers. ✓
- Any other relevant answer related to the advantages of intensive strategies for businesses.

**Max (4)**

**2.6 Provisions of the BCEA**

**2.6.1 Meal-breaks/Rest periods**

- A meal interval of at least one hour must be given ✓ after five hours work without break. ✓
- By written agreement the meal break can be reduced to a minimum of 30 minutes, ✓ or done away with if the employee works less than six hours a day.
- Any other relevant answer related to meal-breaks/rest periods as a provision of the BCEA.

Submax 2

### 2.6.2 Annual leave

- Workers are entitled to 21 consecutive days annual leave per year or one day for every 17 days worked ✓, one hour for every 17 hours worked. ✓
  - An employer can only pay a worker in lieu/instead of granting leave ✓ if that worker leaves the job/terminates the employment contract. ✓
  - Annual leave must be granted within six (6) months ✓ after the leave cycle ended. ✓
- Any other relevant answer related to annual leave as a provision of the BCEA.

Submax 2

### 2.6.3 Family responsibility leave

- Employees are entitled to three to five (3 to 5) days paid leave per year on request ✓ in the event of the death of the employee's spouse/life partner/parent/adoptive parent/grandparent/child/adoptive child/grandchild/sibling. ✓
  - An employer may require reasonable proof, ✓ granting this leave. ✓
- Any other relevant answer related to family responsibility leave as provision of the BCEA.

Submax 2

**Max (6)**

### 2.7 Ways in which businesses can comply with COIDA

- Businesses should provide a healthy/safe working environment. ✓✓
  - Register with the Compensation Commissioner and provide the particulars of the business. ✓✓
  - Keep records of employees' income and details of work for four years. ✓✓
  - Obligated to report all incidents causing death/injury/illness of employees. ✓✓
  - Submits returns of earnings not later than 1 March annually. ✓✓
  - Levies must be paid to the Compensation Fund. ✓✓
  - Ensure that the premises/equipment/machinery is in good working condition. ✓✓
  - Allow regular assessment of the workplace by inspectors in order to determine the level of risk their employees are exposed to. ✓✓
  - Employers may not make deductions for COIDA from employees' remuneration packages. ✓✓
  - Businesses must ensure that claims are lodged within twelve months of the date of the accident. ✓✓
- Any other relevant answer related to ways in which businesses can comply with COIDA.

**(6)**  
**[40]**





BREAKDOWN OF MARKS		
QUESTION 2	MARKS	
2.1.	3	
2.2	6	
2.3	9	
2.4	6	
2.5.	4	
2.6.1	2	
2.6.2	2	
2.6.3	2	
2.7	6	
<b>TOTAL</b>	<b>40</b>	

### QUESTION 3: BUSINESS OPERATIONS

#### 3.1 Sources of external recruitment

- Recruitment agencies ✓
- Billboards ✓
- Printed media such as newspapers/flyers/magazine/posters/  
government gazette ✓
- Electronic media such as radio/internet/TV ✓ Social media/Social  
networks/Business websites ✓ Walk-ins ✓ Head hunting ✓
- Professional associations ✓
- Networking ✓
- Educational/Training institutions ✓
- Word-of-mouth ✓

Any other relevant answer related to the sources of external recruitment.

**NOTE: Mark the first TWO (2) only.**

**(2x1) (2)**





3.2 **Selection procedure as human resource activity**

**OPTION 1**

- Determine fair assessment criteria on which selection will be based. ✓✓
  - Use the assessment criteria to assess all CV's/application forms received during recruitment/Preliminary screening is done by sorting the applications received according to the criteria for the job. ✓✓
  - Check that applicants are not submitting false documents such as forged certificates/degrees. ✓✓
  - Make a preliminary list of all applicants who qualify for the post. ✓✓
  - Screen and check references, e.g. check applicants' criminal records /credit history/social media ✓✓ etc.
  - Conduct preliminary interviews to identify suitable applicants. ✓✓
  - Inform all applicants about the outcome of the application. ✓✓
  - Compile a shortlist of approximately five people. ✓✓
  - Invite the shortlisted applicants/candidates for an interview. ✓✓
  - Shortlisted candidates may be subjected to various types of selection tests, e.g. skills test. ✓✓
  - A written offer is made to the chosen candidate. ✓✓
- Any other relevant answer related to the selection procedure/steps as an activity of the human resources function

**OR**

**OPTION 2**

- Receive documentation, e.g. application forms and sort it according to the criteria of the job. ✓✓
  - Evaluate CVs and create a shortlist/Screen the applicants. ✓✓
  - Check information in the CVs and contact references. ✓✓
  - Conduct preliminary sifting interviews to identify applicants who are not suitable for the job, although they meet all requirements. ✓✓
  - Assess/Test candidates who have applied for senior positions/to ensure the best candidate is chosen. ✓✓
  - Conduct interviews with shortlisted candidates. ✓✓
  - Offer employment in writing to the selected candidate(s). ✓✓
- Any other relevant answer related to the selection procedure/steps as an activity of the human resources function.

**NOTE: Accept the procedure/steps in any order.**

**Max (6)**

3.3 **Advantages of fringe benefits on businesses**

- Attractive fringe benefit packages ✓ may result in higher employee retention/reduces employee turnover. ✓
  - Attracts qualified/skilled/experienced employees ✓ who may positively contribute towards the business goals/objectives. ✓
  - Improves productivity ✓ resulting in higher profitability. ✓
  - It increases employee satisfaction/loyalty ✓ as they may be willing to go the extra mile. ✓
  - Businesses save money ✓ as benefits are tax deductible. ✓
  - Fringe benefits can be used as leverage ✓ for salary negotiations. ✓
- Any other relevant answer related to the positive impact/advantages of fringe benefits on businesses.

**Max (6)**

**3.4 Importance of Skills Development in human resource function**

- The employee who receives the necessary training is more able to perform in their job. ✓✓
  - The investment in training that a company makes shows employees that they are valued. ✓✓
  - An effective training program allows employees to strengthen their skills. ✓✓
  - Productivity usually increases when the human resources function implements training courses. ✓✓
  - Ongoing training of the workforce, encourages creativity. ✓✓
- Any other relevant answer related to the importance of skills development in the human resource function.

**Max (6)**

**3.5 Quality circles**

**3.5.1 The roles of quality circles from the scenario**

- Ideas on how SSM can improve the quality of the product that requested. ✓
- Investigations were conducted with solutions submitted to management. ✓

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

**2. Only award marks for responses quoted from the scenario**

**(2x1) (2)**

**3.5.2 Other roles of quality circles in improving the quality of products**

- Solve problems related to quality and implement improvements. ✓✓
- Ensures that there is no duplication of activities/tasks in the workplace. ✓✓
- Improve the quality of products/services/productivity through regular reviews of quality processes. ✓✓
- Monitor/Reinforce strategies to improve the smooth running of business operations. ✓✓
- Reduce costs of redundancy in the long run. ✓✓
- Increase employees' morale/motivation. ✓✓
- Contribute towards the improvement and development of the organisation. ✓✓
- Reduce costs/wasteful efforts in the long run. ✓✓
- Increase the demand for products/services of the business. ✓✓
- Create harmony and high performance in the workplace. ✓✓
- Build a from the healthy workplace relationship between the employer and employee. ✓✓
- Improve employees' loyalty and commitment to the organisation and its goals. ✓✓
- Improve employees' communication at all levels of the business. ✓✓



- Develop a positive attitude/sense of involvement in decision making processes of the services offered. ✓✓  
 Any other relevant answer related to other roles of quality circles in improving the quality of products.

**Max. (6)**

**3.6 TQM elements from statements**

3.6.1 Continuous skills development/Education and training ✓✓

**(2)**

3.6.2 Total client satisfaction ✓✓

**(2)**

**3.7 Quality of performance in the administration function**

- Ensure a fast and reliable ✓ data capturing and processing systems. ✓
  - Make reliable information ✓ available to management on time. ✓
  - Make relevant information ✓ available for quick decision-making. ✓
  - Handle complaints ✓ quickly and effectively. ✓
  - Use modern technology ✓ efficiently. ✓
  - Implement effective risk management policies ✓ to minimise business losses. ✓
  - Quality assurance/Control/Evaluation ✓ is recorded accurately. ✓
  - All documentation ✓ is kept neatly and orderly in a safe place. ✓
  - Easy to recall/find ✓ information/documentation. ✓
  - All systems and processes ✓ are documented. ✓
- Any other relevant answer related to how quality of performance in the administration function can contribute to the success of a business.

**Max (4)**

**3.8 Impact of TQM if it is poorly implemented**

- Setting unrealistic deadlines that may not be achieved. ✓✓
  - Employees may not be adequately trained resulting in poor quality products. ✓✓
  - Decline in productivity because of stoppages. ✓✓
  - Businesses may not be able to make the necessary changes to products/services in order to satisfy the needs of customers. ✓✓
  - The reputation/image of the business may suffer because of poor quality/defective goods. ✓✓
  - Customers will have many alternatives to choose from and the impact could be devastating to businesses. ✓✓
  - Investors might withdraw investments ✓, if there is a decline in profits. ✓✓
  - Decline in sales as more goods are returned by unhappy customers. ✓✓
  - High staff turnover ✓ because of poor skills development. ✓✓
  - Undocumented/Uncontrolled quality control processes/systems could result in errors/deviations from pre-set quality standards. ✓✓
- Any other relevant answer related to the impact of TQM if poorly implemented by businesses.

**Max (6)  
[40]**



BREAKDOWN OF MARKS	
QUESTION 3	MARKS
3.1	2
3.2	6
3.3	6
3.4	6
3.5.1	2
3.5.2	4
3.6.1	2
3.6.2	2
3.7	4
3.8	6
<b>TOTAAL</b>	<b>40</b>

**QUESTION 4: MISCELLANEOUS**

**Business Environments**

**4.1 Types of integration strategies.**

- Forward vertical ✓
- Backward vertical ✓
- Horizontal ✓

**Note: Mark first TWO only**

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

**4.2 Steps when evaluating a strategy**

- Examine the underlying basis of a business strategy. ✓✓
- Formulate strategies to meet objectives favourably. ✓✓
- Implement strategies using action plans, etc. ✓✓
- 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 and 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. ✓✓
- Consider the impact of the strategic implementation in the internal and external environments of the business. ✓✓

Any other relevant answer related to the steps in strategy evaluation.

**NOTE: Accept steps in any order.**

**Max (4)**

**4.3 Porter’s Five forces model from given statements**

Power of suppliers ✓✓

**4.3.2 Power of competitors/Competitive rivalry ✓✓**



**Max. (4)**



**4.4 Rights consumers according to NCA**

Consumers have a right to:

- Apply for credit ✓ and to be free from discrimination. ✓
- Obtain reasons ✓ for credit being refused. ✓
- Receive pre-agreement documentation/credit quote that is valid for 7 days before concluding any credit transaction. ✓
- Fair and responsible ✓ marketing. ✓
- Surrender/Return goods to the credit provider ✓ in order to settle the outstanding amount/debt. ✓
- Apply for debt review/counselling ✓ if the consumers cannot afford to repay their debts. ✓
- Receive information ✓ in plain and understandable language. ✓
- Receive documents/statements ✓ as required by the Act. ✓
- Access and challenge ✓ credit records and information. ✓
- Receive protection ✓ of their personal information. ✓ Receive protection from being held accountable for the use of their credit facility ✓ after they reported the loss/theft. ✓
- Refuse ✓ a credit limit increase. ✓

Any other relevant answer related to the rights of consumers in terms of the NCA.

**Max. (4)**

**4.5 Types of defensive strategies**

**Divestiture/Divestment** ✓✓

- Disposing/Selling some assets/divisions that are no longer profitable/productive. ✓
- Selling off divisions/product lines with slow growth potential. ✓
- Decreasing the number of shareholders by selling ownership. ✓
- Paying off debts by selling unproductive assets. ✓
- Withdrawing their investment share in another business (divesting).

Any other relevant answer related to divestiture/divestment as a defensive strategy.

**Strategy (2)  
Discussion (1)  
Sub-max (3)**

- **Retrenchment** ✓✓

- Terminating the employment contracts of employees for operational reasons. ✓
- Decreasing the number of product lines/Closing certain departments may result in some workers becoming redundant. ✓

Any other relevant answer related to retrenchment as a defensive strategy.

**Strategy (2)  
Discussion (1)  
Sub-max (3)**



**Liquidation** ✓✓

- Selling all assets to pay creditors due to a lack of capital. ✓
- Selling the entire business in order to pay shareholders a fair price for their shares. ✓
- Allowing creditors to apply for forced liquidation in order to have their claims settled. ✓

Any other relevant answer related to liquidation as a defensive strategy.



**Strategy (2)**  
**Discussion (1)**  
**Sub-max (3)**

**NOTE: Mark the first TWO (2) only.**

**(2x3) (6)**

**Business Operations**

**Salary determination methods from given statements**

- Time-related ✓
- Piecemeal ✓

**NOTE: Mark the first TWO (2) only.**

**(2x1) (2)**

**Aspects that should be included in an induction programme**


- Safety regulations and rules. ✓✓
- Overview of the business. ✓✓
- Information about the business products/services. ✓✓
- Meeting with senior management who will explain the company's vision/values/job descriptions/daily tasks. ✓✓
- Tour of the premises. ✓✓
- Introduction to key people and close colleagues. ✓✓
- Conditions of employment, e.g. working hours/leave application process/disciplinary procedures, etc. ✓✓
- Administration details on systems/processes/logistics. ✓✓
- Discussion of the employment contract and conditions of service. ✓✓
- Discussion on personnel policies, e.g. making private phone calls/using the internet, etc. ✓✓
- Discussion on employee benefits. ✓✓
- Corporate social responsibility programmes. ✓✓

Any other relevant answer related to aspects that should be included in an induction programme.

**Max (4)**



**Quality concept**  
**Quality concept from the scenario**

QUALITY CONCEPTS	MOTIVATIONS
Quality assurance ✓✓ 	FFC ensures that checks are carried out during and after the production process. ✓
Quality management ✓✓	FFC ensures that all business functions use the necessary tools to improve the quality of the product. ✓
Sub max 4	Sub max 2

- NOTE:**
1. Mark the first TWO (2) only
  2. Award marks for quality concepts even if the motivations were incomplete.
  3. Do not award marks for the motivations if quality concepts were incorrectly identified.

**Max (6)**

**4.8.2 Benefits of a good quality management system**

- Effective customer services are rendered, ✓ resulting in increased customer satisfaction. ✓
  - Time and resources ✓ are used efficiently. ✓
  - Productivity increases through proper time management ✓/using high quality resources. ✓
  - Products/Services are constantly improved ✓ resulting in increased levels of customer satisfaction. ✓
  - Vision/Mission/Business goals ✓ may be achieved. ✓
  - The business may achieve a competitive advantage ✓ over its competitors. ✓
  - Regular training will continuously improve ✓ the quality of employees' skills/knowledge. ✓
  - Employers and employees will have a healthy working relationship ✓ resulting in happy/productive workers. ✓
  - Increased market share and profitability may result ✓ in business growth/expansion. ✓
  - Improved business image, ✓ as there are less defects/faulty products/returns. ✓
- Any other relevant answer related to the benefits of a good quality management system.

**Max (4)**



**4.9 Ways in which TQM can reduce the cost of quality**

- Introduce quality circles/small teams of five to ten employees, who meet regularly to discuss ways of improving the quality of their work. ✓✓
- Schedule activities to eliminate duplication of tasks/activities. ✓✓
- Share responsibility for quality output between management and workers. ✓✓
- Train employees at all levels, so that everyone understands their role in quality management. ✓✓
- Develop work systems that empower employees to find new ways of improving quality. ✓✓
- Work closely with suppliers to improve the quality of raw materials/inputs. ✓✓
- Improve communication about the quality challenges/deviations, so that everyone can learn from past experiences. ✓✓
- Reduce investment on expensive, but ineffective inspection procedures in the production process. ✓✓
- Implement pro-active maintenance programmes for equipment/machinery to reduce/eliminate breakdowns. ✓✓
- Any other relevant answer related to ways in which TQM can reduce the cost of quality.

**Max (4)**

BREAKDOWN OF MARKS	
QUESTION 4	MARKS
4.1	2
4.2	4
4.3.1	2
4.3.2	2
4.4	4
4.5	6
4.6	2
4.7	4
4.8.1	6
4.8.2	4
4.9	4
<b>TOTAL</b>	<b>40</b>





## SECTION C

Mark the answer to the **FIRST** question only

### QUESTION 5: BUSINESS ENVIRONMENTS (LEGISLATION)

#### 5.1 Introduction

- The Employment Equity Act (EEA) was introduced to redress the economic imbalances of the past. ✓
- The EEA applies to all employers, employees and people applying for jobs. ✓
- The aim of the Act is to ensure that transformation takes place in the workplace. ✓
- Labour inspectors may conduct inspections to determine if they comply to the EEA. ✓
- Employment policies and procedures must be aligned with the requirements of the Act. ✓

Any other relevant introduction related to the purpose of the EEA/impact of EEA on businesses/consequences/penalties/practical ways in which businesses can comply with the EEA

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

#### 5.2 Purpose of the Employment Equity Act/EEA

- The EEA allows employees who do the same work to be paid equally. ✓✓
  - Eliminates discrimination on grounds of gender/race/disability in the workplace. ✓✓
  - Promotes equal opportunity and fair treatment in the workplace. ✓✓
  - Protects employees from victimisation if they exercise the rights given to them by the EEA. ✓✓
  - Promotes diversity in the workplace by ensuring that people of diverse backgrounds are appointed. ✓✓
  - Ensures equal representation in the workplace through the implementation of affirmative action. ✓✓
  - Ensures equal representation of all population groups in the workplace. ✓✓
- Any other relevant answer related to the purpose of the EEA.

**Max (10)**

#### 5.3 Impact of the Employment Equity Act/EEA on businesses Positives/Advantages

- Encourages consultation ✓ between employer and employees. ✓
- Motivates employees ✓ because the workforce is more diverse/representative/inclusive. ✓
- Creates a framework ✓ of acceptable employment practices/affirmative action measures. ✓
- Prevents unfair discrimination/discriminatory appointments ✓ as it ensures that the workforce represents the demographics of the country/promotes diversity in the workplace. ✓
- Motivates employees ✓ because everyone has the same employment opportunities. ✓
- Appointment process is clearly defined ✓, so all parties are well informed. ✓
- Promotes the implementation of affirmative action measures ✓ to redress the imbalance in employment. ✓

- Businesses are in a better position✓to negotiate contracts with the government. ✓
  - Impacts positively✓ on BEE ratings for businesses. ✓
- Any other relevant answer related to the positive impact/advantages of EEA on businesses.

**AND/OR**

**Negatives/Disadvantages**

- Increased administration burden✓, as businesses must compile/submit employment equity reports every two years. ✓
  - Expensive to train/employ someone✓ who knows little about the Act. ✓
  - Other groups may not respect the knowledge/skills/experience of an EEA appointment✓ and may lead to conflict. ✓
  - Fines/Penalties for non-compliant businesses✓ may be expensive for the business. ✓
  - Employers have to appoint one or more senior managers to ensure the implementation of the plan✓, which increases salary expenditure. ✓
  - Skilled people from designated groups may demand higher salaries ✓ which increase salary expenses. ✓
  - Job hopping of skilled/trained EE appointees✓ may increase staff turnover. ✓
  - Diversity in the workplace✓ may lead to conflict/unhappiness. ✓
  - Businesses must submit a compliance certificate✓ before they can conduct business with state businesses. ✓
  - Businesses are sometimes pressurised to appoint an unsuitable person✓ to meet EEA requirements. ✓
  - Often positions go unfilled✓ because there are no suitable EEA candidates. ✓
- Any other relevant answer related to the negative impact/disadvantages of the EEA on businesses.

**Max (16)**

**5.4 Penalties for non-compliance of the Employment Equity Act/EEA**

- Labour inspectors may conduct onsite visits✓, to interview employees which can create a bad image for the business. ✓
  - A compliance order may be issued to businesses✓ that do not comply with the EEA. ✓
  - Businesses may be brought before the Labour Court ✓ if compliance orders are not adhered to/no efforts made to reach targets. ✓
  - Labour inspectors may investigate/inspect/ask questions ✓ about complaints. ✓
  - Businesses may face heavy fines ✓ for non-compliance. ✓
  - They can be ordered to pay compensation and damages✓ to the employee. ✓
- Any other relevant answer related to the consequences/penalties for non-compliance with the EEA.

**Max (12)**

**5.5 Ways in which businesses can comply with the Employment Equity Act/EEA**

- Businesses should guard against discriminatory appointments. ✓✓
  - Assess the racial composition of all employees, including senior management. ✓✓
  - Ensure that there is equal representation of all racial groups in every level of employment. ✓✓
  - Clearly define the appointment process, so that all parties are well informed. ✓✓
  - Ensure that diversity/inclusivity in the workplace is achieved. ✓✓
  - Prepare an employment equity plan in consultation with employees. ✓✓
  - Compile employment equity plans that indicate how they will implement affirmative action. ✓✓
  - Ensure that affirmative action measures promote diversity in the workplace. ✓✓
  - Implement the employment equity plan. ✓✓
  - Implement affirmative action measures to redress disadvantages experienced by designated groups/Accommodate people from different designated groups. ✓✓
  - Submit the employment equity plan to the Department of Labour. ✓✓
  - Assign one or more senior managers to ensure implementation and monitoring of the employment equity plan. ✓✓
  - Eliminate barriers that have an adverse impact on designated groups. ✓✓
  - Regularly report to the Department of Labour on progress in implementing the plan. ✓✓
  - Display a summary of the Act where employees can clearly see/have access to the document. ✓✓
  - Conduct medical/psychological tests fairly to employees/when deemed necessary. ✓✓
  - Ensure that the workplace represents the demographics of the country at all levels. ✓✓
  - Restructure/Analyse current employment policies/practices/procedures to accommodate designated groups. ✓✓
  - Retrain/Develop/Train designated groups through skills development programmes. ✓✓
  - Employees must be paid equal work for equal value. ✓✓
  - Promote equal opportunities and fair treatment. ✓✓
- Any other relevant answer related to practical ways in which businesses can comply with the EEA.

**Max. (8)**

**5.5 Conclusion**

- The EEA does not only promote and regulate affirmative action, but also gives guidance in conducting a fair appointment process. ✓✓
- Businesses can access the skills and expertise of previously disadvantaged individuals. ✓✓
- Businesses should take necessary steps/put practical measures in place to promote equal opportunities in the workplace. ✓✓
- Penalties for non-compliance may have a negative financial implication for businesses. ✓✓

Any other relevant conclusion related to the purpose of the EEA/impact of EEA on businesses/consequences/penalties/ways in which businesses can comply with the EEA.

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



<b>QUESTION 5: BREAKDOWN OF MARK ALLOCATION</b>			
	<b>Details</b>	<b>Maximum</b>	<b>Total</b>
	Introduction	<b>2</b>	<b>Max 32</b>
	Purpose of Equity Employment Act	<b>10</b>	
	Impact of the EEA on businesses	<b>16</b>	
	Penalties for non-compliance	<b>12</b>	
	Ways on how businesses can comply	<b>8</b>	
	Conclusion	<b>2</b>	
	<b>INSIGHT</b>		
	Layout		<b>2</b>
	Analysis, interpretation		<b>2</b>
	Synthesis		<b>2</b>
	Originality/Examples		<b>2</b>
	<b>TOTAL MARKS</b>		<b>40</b>
	*LASO – For each component:		
	Allocate 2 marks if all requirements are met.		
	Allocate 1 mark if only some of the requirements are met.		
	Allocate 0 marks where requirements are not met at all.		





**QUESTION 6: OPERATIONS (HUMAN RESOURCE MANAGEMENT)**

**6.1 Introduction**

- The interviewer is responsible for planning and administering of the interview process. ✓
- The aim of induction is to introduce the new employee to the job/the new environment. ✓
- The HR-manager should stay up to date with the LRA to ensure that workers are treated in accordance. ✓

Any other relevant introduction related to the role of the interviewee during the interview/impact of induction/legal requirements of an employment contract/ implications of the LRA on the human resources function.

**Any 2 x 1 (2)**

**6.2 Role of the interviewee during the interview**

- Greet the interviewer by name with a solid handshake and a friendly smile. ✓✓
  - Listen carefully to the questions before responding. ✓✓
  - Make eye contact and have good posture/body language. ✓✓
  - Show confidence and have a positive attitude/be assertive. ✓✓
  - Be inquisitive and show interest in the business. ✓✓
  - Ask clarity seeking questions. ✓✓
  - Show respect and treat the interview with its due importance. ✓✓
  - Be honest about mistakes and explain how you dealt with it. ✓✓
  - Know your strengths and weaknesses and be prepared to discuss it. ✓✓
  - Thank the interviewer for the opportunity given to be part of the interview. ✓✓
- Any other relevant answer related to role of the interviewee during the interview.

**Max (10)**

**6.3 The impact of induction for businesses**

- Increases quality of performance/productivity ✓ which promote the effective use of working methods/resources. ✓
- Allows new employees to settle in quickly ✓ and work effectively. ✓
- Ensures that new employees understand rules and restrictions ✓ in the business. ✓
- New employees may establish relationships ✓ with fellow employees at different levels. ✓
- Employees will be familiar with organisational structures, ✓ e.g. who are their supervisors/low level manager. ✓
- Make new employees feel at ease in the workplace, ✓ which reduces anxiety/insecurity/fear. ✓
- New employees will understand their roles/responsibilities ✓ concerning safety regulations and rules. ✓
- Minimises/Decreases the need for on-going training ✓ and development. ✓
- The results obtained during the induction process ✓ provide a base for focused training. ✓
- Opportunities are created for new employees to experience/explore ✓ different departments. ✓

- New employees will know the layout of the building/factory/offices/where everything is ✓, which saves production time. ✓
  - Learn more about the business so that new employees understand their roles/responsibilities ✓ in order to be more efficient. ✓
  - Company policies are communicated, ✓ regarding conduct and procedures/safety and security/employment contract/conditions of employment/working hours/leave. ✓
  - Realistic expectations for new employees as well as the business ✓ are created. ✓
  - New employees may feel part of the team ✓ resulting in positive morale and motivation. ✓
  - Employees may have a better understanding of business policies ✓ regarding ethical/professional conduct/ procedures/CSR. ✓
- Any other relevant answer related to the benefits of induction for businesses.

**Max (16)**

**6.4 Legal requirements of employment contract**

- The employer and employee/both parties must sign the contract. ✓✓
  - Employer and employee must agree to any changes to the contract. ✓✓
  - No party may unilaterally change aspects of the employment contract. ✓✓
  - The remuneration package/including benefits must be clearly indicated. ✓✓
  - The employment contract may not contain any requirements that are in conflict with the BCEA. ✓✓
  - Aspects of the employment contract can be renegotiated during the course of employment. ✓✓
  - The employer must explain the terms and conditions of the employment contract to the employee. ✓✓
  - Conditions of employment/duties/responsibilities of the employees must be stipulated clearly. ✓✓
  - All business policies, procedures and disciplinary codes/rules can form part of the employment contract. ✓✓
  - The employer must allow the employee to thoroughly read through the contract before it is signed. ✓✓
  - The employment contract should include a code of conduct and code of ethics. ✓✓
- Any other relevant answer related to the legal requirements of the employment contract.

**Max (12)**

**6.5 Implications of the Labour Relations Act on the human resources function**

- Workers cannot be easily dismissed as bargaining council/Commission for Conciliation, Mediation and Arbitration (CCMA) processes need to be followed. ✓✓
- Provides a framework for bilateral meetings where employees, trade unions and employers discuss matters relating to employment ✓✓
- The human resource manager should allow workers to form workplace forums /trade unions to promote the interests of all employees. ✓✓
- Promotes orderly negotiations and employee participation in decision-making in the workplace ✓✓
- Protects the rights of employees/employers as outlined in the Constitution

- Advances economic development/social justice/labour peace ✓✓
  - Promotes resolution of labour disputes ✓✓
  - Clarify the transfer of contracts of employment/if a business is transferred to another owner then the employee contracts are also transferred ✓✓
  - Provides for unresolved disputes to be referred to Labour Courts/Labour Appeal Courts ✓✓
- Any other relevant answer related to the implications of LRA

**Max (8)**

**6.6 Conclusion**

- Employees are the most important resource in any business and its success is strongly influenced by a good interview process. ✓✓
  - A good induction programme enables new employees to have a basic understanding of what is expected in the new job/position. ✓✓
  - Businesses should align the employment contract according to the requirements of the BCEA to avoid unnecessary legal actions. ✓✓
  - Fair labour practices in the workplace may result in efficient business operations with minimal disruptions. ✓✓
- Any other relevant conclusion relating to the role of the interviewee during the interview/impact of induction/legal requirements of an employment contract/ implications of the LRA on the human resources function.

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

QUESTION 6: BREAKDOWN OF MARK ALLOCATION			
	Details	Maximum	Total
	Introduction	2	<b>Max 32</b>
	Role of the interviewee	10	
	Advantages of induction	16	
	Legal requirements of an employment contract	12	
	Implications of the Labour Relations Act (LRA) on HR	8	
	Conclusion	2	
	<b>INSIGHT</b>		
	Layout		2
	Analysis, interpretation		2
	Synthesis		2
	Originality/Examples		2
	<b>TOTAL MARKS</b>		<b>40</b>
	*LASO – For each component:		
	Allocate 2 marks if all requirements are met.		
	Allocate 1 mark if only some of the requirements are met.		
	Allocate 0 marks where requirements are not met at all.		

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