



**BUSINESS STUDIES
GRADE 12
JUNE EXAMINATION
2014**

MARKS: 300

TIME: 3 HOURS

EXAMINER: MISS E BURGER

MODERATORS: MRS C EDY
MRS M LEPPAN

INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions:

1. This question paper consists of THREE sections.

SECTION A: COMPULSORY

SECTION B: Consists of FIVE questions. Answer any THREE.

SECTION C: Consists of FOUR questions. Answer any TWO of the FOUR questions from this section.

2. Read the instruction for each question carefully and take particular note of what is required.
3. Number the answers correctly according to the numbering system used in the question paper.
4. Except where other instructions are given, answers must be in full sentences.
5. Use the mark allocation and the nature of each question to determine the length of an answer.
6. Use the table below as a guideline for marks and time allocation when answering each question.

SECTION A	QUESTION	MARKS	TIME
COMPULSORY	1	40	30 minutes
SECTION B Five questions. Answer any THREE of the FIVE questions.	2	60	30 minutes per question = 90minutes
	3	60	
	4	60	
	5	60	
	6	60	
SECTION C Essay questions. Answer any TWO of the FOUR questions.	7	40	30 minutes per question = 60 minutes
	8	40	
	9	40	
	10	40	
TOTAL	10	300	180 minutes

SECTION A (COMPULSORY – ANSWER ALL QUESTIONS)

QUESTION 1

1.1 Various possible options are provided as answers to the following questions. Choose the correct answer and write only the letter (A - D) next to the question number (1.1.1-1.1.5).

1.1.1 This Act makes provision for employees to strike legally.

- A. The Labour Relations Act
- B. Basic Conditions of Employment Act
- C. Employment Equity Act
- D. Black Economic Empowerment Act

1.1.2 Which one of the following describes responsible behaviour:

- A. Polluting the atmosphere
- B. Rehabilitating the vegetation
- C. Releasing waste into the rivers
- D. Ignoring harmful effects on the main business activity

1.1.3 The is used as a tool by management to measure business performance.

- A. shareholder matrix
- B. PESTLE model
- C. Balanced Scorecard
- D. Porter's Five Forces model

1.1.4 Charging levies on carbon emissions by factories is a way of addressing _____ issues:

- A. legal
- B. socio-economic
- C. environmental
- D. ethical

1.1.5 This Act prevents consumers from receiving credit they cannot repay:

- A. Consumer Protection Act
- B. National Credit Act
- C. Broad-Based Black Economic Empowerment Act
- D. Preferential Procurement Act

(5X2= 10)

1.2 Choose the concept from Column B that matches the description in Column A. Write only the letter (A- F) next to the question number (1.2.1 - 1.2.5).

COLUMN A		COLUMN B	
1.2.1	Working together to achieve a common goal	A	Tax deduction
1.2.2	Not declaring VAT collected from customers to SARS	B	Placement
1.2.3	Searching for suitable candidates to fill a vacancy	C	CCMA
1.2.4	Where employees may lodge labour complaints	D	Delphi
1.2.5	Problem-solving technique where the participants remain anonymous	E	Synergy
		F	Force-field
		G	Tax evasion
		H	Recruitment
		I	Arbitration board

(5X2= 10)

1.3 Write only the question number and the missing word(s).

1.3.1 Businesses have hardly any control over the _____ environment.

1.3.2 An example of _____ in the workplace is when a disabled person has the same chance for promotion as anyone else.

1.3.3 An alternative way of obtaining a qualification at the workplace is through a _____.

1.3.4 One way of recruiting internally is to advertise on the _____.

1.3.5 A written description of specific qualifications and characteristics necessary to do a job is known as job _____.

(5X2= 10)

1.4 Choose the correct words from the brackets:

1.4.1 Accidents at the workplace are covered by (COIDA/BCE) Act.

1.4.2 A (complacent/compliance) order is a written instruction forcing employers to fulfil their obligations.

1.4.3 The amounts subtracted from the gross wage to determine the net wage is known as (subsidies/deductions).

1.4.4 Inspecting goods to ensure they meet the required quality standards describes (control/assurance).

1.4.5 (Dumping/excise) is when a country exports its unwanted or obsolete products to another country.

(5X2= 10)

TOTAL SECTION A: 40

SECTION B (Answer any THREE questions in this section)

QUESTION 2

Read the passage below and answer the questions that follow.

NIGERIAN RECYCLING FIRM CLOSES

Authorities in Nigeria's economic capital, Lagos have sealed up a rubber-recycling firm following complaints of environmental pollution by residents, officials said on Monday.

Two weeks ago mystery smog engulfed some parts of the city, raising serious health concerns among people.

Tunji Bello said the government took the decision to protect the health of the residents, who had complained of serious pollution of their water as a result of the firm's operation.

Bello said the government had set up a committee to investigate the allegations of environmental threats against the company.

He said the company would remain closed pending the outcome of the investigation.

AFP (09/03/2006)

- 2.1.1 On which continent is Nigeria? (2)
- 2.1.2 What is the effect of environmental pollution? (2)
- 2.1.3 Environmental pollution is part of the _____ environment that's an aspect of the macro-environment. (2)
- 2.1.4 What strategy could be implemented to control air pollution. (2)
- 2.1.5 Which Act in South Africa provides for the measurement of an organisation's social responsibility toward the environment and human health? (2)

[10]

2.2 After 1994 many of South Africa's laws, especially in the field of labour laws, were revised to create fair employment. For example the following four Acts were introduced:

- A South African Qualifications Authority Act
- B Labour Relations Act
- C Skills Development Levies Act
- D Employment Equity Act

Select the Act that is being described in each of the following statements:

- 2.2.1 This Act was passed to ensure multipartite participation. (1)
- 2.2.2 This Act created structures for the purpose of collective bargaining as well as for bargaining and statutory councils. (1)
- 2.2.3 This Act oversees national standards and improvements in quality, as well as the relevance of training in South African institutions. (1)
- 2.2.4 This Act's purpose is to eliminate unfair discrimination and implement affirmative action. (1)[4]

2.3 Study the case study below and answer the questions.

Thomas was interviewed for a position and was told that he was the successful candidate. However, when he saw the job description, which included his conditions of employment, he was unhappy to find that some of the items did not comply with the Basic Conditions of Employment Act.

Examine the extract from his job description below and indicate whether the various conditions are acceptable and which you think could have upset him. Give reasons for your answers.

Extract from Thomas's job description

2.3 1 Your working hours will be 07:00 - 17:00, Monday to Friday.

2.3 2 You may be expected to work overtime. The rate of pay will be equal to your daily rate.

2.3 3 You will not be expected to work on Sundays unless you and your manager have agreed to that.

2.3 4 You may be expected to work on Public Holidays. The rate of pay will be equal to your normal daily rate.

2.3 5 You will have 18 days' annual leave in your first complete year of employment.

2.3 6 Family Responsibility Leave is not normally granted.

2.3 7 Your monthly deductions will be revealed on your first month's salary slip.

2.3 8 You will not be expected to work at night. (8 x 2 = 16)

2.4 The PESTLE analysis is often used to identify the challenges of the macro-environment. Name each environment of PESTLE and a key driver that influences the environment. (12)

2.5 Apply the force-field analysis:

You are the general manager of Jackson's Steakhouse in Cape Town. The restaurant is doing so well that you are thinking about opening another branch in Green Point, but you are not 100 % sure whether it is the right decision.
(Focus on Business Studies: Grade 12)

Use the following information to draw up an illustration of how you would apply the force-field analysis problem-solving technique:

- The issue: opening another branch in Green Point.
- The driving forces: Gain market share, grow the business, become renowned and lower cost per unit.
- The restraining forces: Capital expenditure on new equipment, competition, risk and increased expenses. (12)

2.6 Distinguish between horizontal and vertical integration. Illustrate your answer with examples. (6)

TOTAL: 60

QUESTION 3

3.1 Read the following scenario and answer the questions that follow:

Quest deals with recruiting, up skilling and managing careers of thousands of people. It is through its flexibility of thought and action that has led the way in transforming its industry, its people and the business in which they are placed. By creating employment, developing skills and improving the productivity and profitability of its clients they are setting themselves and all its stakeholders for success.

3.1.1 (a) According to the case study, "Quest develops skills and improve productivity through training". Briefly explain the purpose of Skills Development Act, 1997 (Act 97 of 1997). (10)

(b) Comment on the progress of this Act in industry. (4)

3.1.2 Quest ensures that employment opportunities are created. Outline the purposes of Employment Equity Act, (Act 55 of 1998). (6)

3.2.1 Outline the steps in the problem solving process. (6)

3.2.2 List **FOUR** advantages of creative thinking in the workplace. (4)

3.2.3 Answer the following questions based on the employment Equity Act, 1998 (Act 55 or 1998)

3.2.3.1 State TWO main purposes of the Employment Equity Act. (2)

3.2.3.2 Evaluate the impact of this Act on business operations. (4)

3.2.4

Broad-Based Black Economic Empowerment is an initiative that will accelerate the growth in South Africa's economy.

Justify the introduction of B-BBEE Act by explaining any TWO examples. (4)

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

Companies try all sorts of tactics to get our attention and money. Sometimes these attempts involve illegal and underhanded practices. Recently Queen Prawns offered all their meals on their menu at half price. On the evening of the half-price sale, patrons were surprised to see a 50 percent service charge price added onto the bill. The additional 50 percent was based on the full price of the meals.

3.3.1 Explain the concept of unethical advertising. Use the information in the extract to illustrate your answer. (6)

3.3.2 Name ONE unethical advertising practice that businesses can make use of to increase the sales of the products or services. (2)

3.3.3 Explain the following issues that challenge the ethical and professional conduct of the business environment and make recommendations for improvement thereof. Use examples to illustrate your answer.

3.3.3.1 Abusing work time (6)

3.3.3.2 Unauthorised use of funds (6)

TOTAL: 60

QUESTION 4

4.1 Explain **FOUR** challenges a business faces when trying to implement a CSR programme. (8)

Comment [E1]: Textbook only has 3

4.2 Complete the table about the economic sectors. Write only the number and the missing information. (16)

Sector	Description	Industry	Branch of industry	Examples of such a business
Primary	4.2.2	4.2.4	Sugar farming	Tongaat-Hulett's
X	X	Mining	4.2.6	Anglo Gold
Secondary	4.2.3	4.2.5	Food Canning	4.2.8
4.2.1	Provides services to the general population and businesses	Commercial services	4.2.7	ABSA

4.3 What is the purpose of a grievance procedure? (2)

4.4 If a grievance in the workplace is not resolved within the prescribed period, explain fully what the next step would be? (10)

4.5 "Inclusivity in the workplace" is an important issue in the South Africa economy.

Explain what INCLUSIVITY means. (2)

4.6 Discrimination in the workplace is one of the human rights issues that has a negative impact on the relationship between employers and employees.

4.6.1 Do you agree or disagree with this statement? Motivate your answer. (4)

4.6.2 Indicate how discrimination can be resolved in the workplace. (4) [8]

4.7

Woolies take steps to reduce its carbon footprint

Woolworths is joining the green brigade in a bid to reduce its carbon footprint. The clothing and food retailer is recycling its old trolleys and baskets are made up of 30% recycled plastic. This is part of Woolworths' 2012 climate change plans to reduce its carbon footprint by about 30%.

The chain hopes the technology will soon be the norm, like its pioneer introduction of recycled hangers, and heavy-duty reusable shopping bags. At the moment, few major retail chains do not charge for shopping bags and this is considered unfriendly to the environment.

Woolworths said it had worked since 2005 with UK-based Supercart to make the new-style trolleys.

Woolworths protection and governance manager Mike van Heerden, who came up with the idea, said the company moved to recycled plastic to reduce "business impact" on the environment, and the additional waste to landfills that led to air, soil and water pollution. To date, Woolworths has reused 161 tons of plastic.

(Adapted from the Times 11/01/08)

- 4.7.1 List FOUR ways in which businesses may cause damage to the environment. (4)
 - 4.7.2 Explain briefly the concept of a "carbon footprint". (2)
 - 4.7.3 Discuss the measures that Woolworths is taking to reduce its carbon footprint. (6)
 - 4.7.4 State Woolworth's long-term climate change plan. (2)
- (14)

TOTAL: 60

QUESTION 5

5.1

XolaniXulu is a B.Comm graduate. He applied for a vacant position in your organisation, was interviewed together with five other candidates, and was then appointed financial controller.

Answer the following questions:

- 5.1.1 Why is selection important in an organisation? (2)
- 5.1.2 Would you as HR manager have appointed Xolani to the position? Motivate your answer. (4)
- 5.1.3 Which Act regulates employment contracts between employers and employees? (2)
- 5.1.4 Briefly describe FOUR clauses (details) that you think should be included in his employment contract. (8)
- 5.1.5 Explain what the purpose of the induction process is and list THREE steps that you think should be included in the induction process. (8)[24]

5.2 1-Net Bridge reported the following on the 19th of January 2005.

SA LEADS WINE QUALITY CONTROL

WestCorp International, one of South Africa's largest wine exporters, is conducting groundbreaking research into the "DNA" – or chemical fingerprints – of grapes while still on the vine in order to predict wine quality.

Today, the cellar is at the forefront of international quality and safety systems.

WestCorp International was formed through the *merger* of the Vredendal and Spruitdrift wineries, based on the West Coast, in 2002 and is one of the largest wine cooperatives in the Southern Hemisphere.

Until recently the standard wine cellar's quality control started with the receipt of newly harvested grapes and the customary analysis of fruit sugar, acidity and PH.

These three chemical criteria were accepted as the only – or most important – determinants of wine quality.

However, she pointed out, today these measurements are not sufficient for an industry intent on producing specialised quality products.

"We need to be able to predict wine quality based on thorough chemical analyses in the vineyard itself. The health of a vineyard and of the grapes it ultimately produces is of the utmost importance in producing quality wines. "

WestCorp International recently acquired state-of-the-art infrared equipment. The new equipment enables WestCorp's quality control staff to measure 21 chemical components in grapes in just 30 seconds and to gauge the quality of a particular vintage during the grapes' ripening phase, well before the actual harvest gets under way.

- 5.2.1 Define the concept **CONTROL**. (2)
- 5.2.2 Explain the word "merger" in paragraph 3. (2)
- 5.2.3 What measurements did the standard wine cellars use to do quality control in the past? (6)
- 5.2.4 How can these cellars predict wine quality? (4)
- 5.2.5 Describe Quality control. (6)
- 5.2.6 Identify the possible measurement a business will use to control the quality of products? (2)[22]
- 5.3 Discuss sexual harassment and provide strategies to help prevent it at work. (10)
- 5.4 Name FOUR of Porter's Five Forces Model. (4)

TOTAL: 60

QUESTION 6

- 6.1 Describe FIVE characteristics of successful teams in the workplace. (10)
- 6.2 Explain in detail how the quality of performance in the general management function of a business can contribute towards the success or failure of an organisation. (10)
- 6.3 Discuss the degree of control by businesses over its micro-environment. (10)
- 6.4 Differentiate between the trait and contingency leadership theory. (4)
- 6.5 Describe FIVE attitudes of a successful business leader. (10)
- 6.6 General mines has a strategic plan for the following corporate social investment programmes:
- Provide training for 20 unemployed people to become electricians, machine repairers and plumbers.
 - Provide entrepreneurship training and assist them in establishing their own businesses in these fields. Use them as contractors for work in the mine once they have qualified.
- 6.6.1 Identify TWO factors that make this CSI programme a good one. Explain your answer (8)
- 6.6.2 How will this CSI programme benefit the community? (4)
- 6.6.3 What are the benefits of this CSI programme for the mine? (4)
- TOTAL: 60

TOTAL SECTION B: 180

SECTION C (Answer any TWO questions from this section)

QUESTION 7

Kimbelin has just been appointed as the Human Resource Manager of Deluxe Aircon cc, a company that manufactures air condition equipment. On the first day at the office, the CEO of the company informs him that the company will run on a fully automated basis within 3 months and 1 of the most important position to fill is that of an Electronic Engineer.

Discuss the various Human Resource steps that Kimbelin needs to follow to fill in the vacancy of an Electronic Engineer.

Suggest whether Kimbelin should follow the various steps all the times. [40]

QUESTION 8

Unfair labour and employment practices are a common occurrence in today's turbulent business environment. For many entrepreneurs, politicians, traders and business owners have exploited labour for their own financial gain. Even today many labour markets suffer from unfair labour practices.

Specific legislation is enforced in South Africa to ensure that labour practice is fair. Discuss the nature and purpose of the Basic Conditions of Employment Act 1997 (Act 75 of 1997). Justify the impact of this act on the successful performance of business operations.

[40]

QUESTION 9

Kala Hari Surveys Solutions and Products CC may be a small enterprise, but it takes its CSR obligations very seriously. The undertaking is involved mainly in survey work and conducting environmental impact assessments (EIA'S). They support tertiary institutions by providing fieldwork experience to learners and introducing them to the latest technology and practices. They support other NGOs by providing services free of charge. They also distribute blankets and conduct feeding schemes for deserving orphanages, especially those involved in the fight against HIV/Aids.

Use the case study above to reflect on the importance and impact of CSR programmes. Evaluate the benefits of such programmes versus the investment needed by business to run these programmes. Mention any relevant legislation that impacts on CSR programmes and reflect on the implication of the legislation for businesses. [40]

QUESTION 10

Three leadership styles were identified by Kurt Lewin in the 1930's but are still applied today. He saw leadership in three broad bands:

- democratic,
- autocratic and
- laissez-faire leadership styles.

Evaluate these leadership styles and suggest current leaders who would fit into each band. Also distinguish leadership from management by drawing up a table showing the different roles of each of these functions. [40]

Total Section C: 80

GRAND TOTAL 300

NAME: _____

CIRCLE YOUR TEACHERS' NAME: Mrs C Edy/Ms Burger/Mrs Leppan

SECTION A

1.1.1		1.3.1	
1.1.2		1.3.2	
1.1.3		1.3.3	
1.1.4		1.3.4	
1.1.5		1.3.5	
1.2.1		1.4.1	
1.2.2		1.4.2	
1.2.3		1.4.3	
1.2.4		1.4.4	
1.2.5		1.4.5	

INDICATE THE QUESTIONS COMPLETED:

1	<input checked="" type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>	6	<input type="checkbox"/>	7	<input type="checkbox"/>	8	<input type="checkbox"/>	9	<input type="checkbox"/>	10	<input type="checkbox"/>
	40		60		60		60		60		60		40		40		40		40

MARKS ACHIEVED			MODERATED MARK (WHERE APPLICABLE)
TOTAL	300	100%	100%

Section A

QUESTION 1

1.1.1	A✓✓	1.3.1	macro✓✓
1.1.2	B	1.3.2	Inclusivity
1.1.3	C	1.3.3	Learnership programme
1.1.4	C	1.3.4	Staff noticeboard/internal mail
1.1.5	B	1.3.5	specification
1.2.1	E✓✓	1.4.1	COIDA
1.2.2	G	1.4.2	compliance
1.2.3	H	1.4.3	deductions
1.2.4	C	1.4.4	control
1.2.5	D	1.4.5	dumping

[Marks: 40]

Section B

QUESTION 2

- 2.1.1 Africa ✓✓ (2)
- 2.1.2 Global warming ✓✓ (2)
- 2.1.3 physical/environmental ✓✓ (2)
- 2.1.4 The amount of sulphur dioxide which each factory is allowed to emit could be capped (a maximum level set). ✓✓
- Should a factory emit more than its allocation, it could buy permits from other factories that have emission allowances to spare. ✓✓
- The companies will have a fixed carbon allowance that they may buy and sell. ✓✓
- Companies that do not exceed their quota will be rewarded, and those who exceed will be punished. ✓✓
- Technological improvements could lead to the development of an apparatus that automatically reduces the emission of sulphur and carbon dioxide. ✓✓
- More research is needed for the catalysts that are attached to the exhaust systems of cars. ✓✓ (max2)

- 2.1.5 The Broad-Based Black Economic Empowerment Act.✓✓ (2) [10]
- 2.2.1 C ✓ (1)
- 2.2.2 B ✓ (1)
- 2.2.3 A ✓ (1)
- 2.2.4 D ✓ (1)[4]

- 2.3.1 Unacceptable: working hours should not be longer than 9 hours Monday to Friday✓✓
- 2.3.2 Unacceptable: Overtime pay is one and a half times daily rate✓✓
- 2.3.3 Acceptable: employees not normally expected to work on Sundays, except when properly negotiated.✓✓
- 2.3.4 Unacceptable: Not expected to work on public holidays, but if it does happen, pay is twice daily rate.✓✓
- 2.3.5 Unacceptable: 21 days is normal annual leave in terms of BCEA✓✓
- 2.3.6 Unacceptable: Family Responsibility Leave of three days can be taken after four months with the company✓✓
- 2.3.7 Acceptable: Deductions should be agreed before starting employment.✓✓
- 2.3.8 Acceptable: Workers would get paid extra for night work and this would only be done under special conditions.✓✓ (16)

2.4

- Political✓ – Political stability,✓BEE,✓ corruption within political parties✓(any 1)
- Economic – Economic downswing, Interest rates, decreasing consumer confidence
- Social - Decrease in government subsidies towards the Arts and music industries, Nationalisation of healthcare
- Technological – Communication technology, social networking
- Legal – New laws
- Environmental – Fines for exceeding permitted levels of carbon oxide emissions, going green

1 mark for identification + 1 for driver (2x8)= 16

2.5

Forces for (driving forces)		Opening another branch in Green Point	Forces against (restraining forces)	
4	Gain market share		Capital expenditure on new equipment	3
4	grow the business		competition	3
3	become renowned		risk	3
3	lower cost per unit		increased expenses	3
14	TOTAL		TOTAL	12

List forces for each side ✓+✓

Value for each force (their own values)✓✓✓✓+✓✓✓✓✓

Issue shown✓

List headings✓

(12)

2.6 Horizontal – integration between two similar businesses✓✓ e.g. merger✓

Vertical – integration either forwards or backwards✓✓ e.g. forwards - supplier
buying distributor✓ and backwards distributor buying supplier✓(max 3) (2 x 3 = 6)

QUESTION 3

3.1.1

- (a) According to the case study, "Quest develops skills and improve productivity through training". Briefly explain the purpose of Skills Development Act, 1997 (Act 97 of 1997)

Encourage workers to get involved in training programmes, ✓✓ Improve employment opportunities for disadvantaged people, ✓✓ Ensure that workplaces are transformed as places of learning, ✓✓ Ensure that workers participate in learnership ✓✓ Provide quality education and training at the workplace. ✓✓ Reduce the high unemployment rate and skills shortage. ✓✓

(any other relevant answer related to the purpose of Skills Development Act)

Any 5x2 (10)

- (b) Comment on the progress of this Act in industry.

- Clear evidence that designated workers have acquired the necessary skills through training programmes ✓✓
- Previously disadvantaged workers with the necessary skills became eligible for promotion. ✓✓
- Many learnerships are now available for capacity building and sectoral training but businesses are slow in taking advantage of this opportunity. ✓✓

Any 2x2 (4)

3.1.2 Quest ensures that employment opportunities are created, outline the purpose of Employment Equity, (Act 55 of 1998)

- Eliminate unfair discrimination and promote equal opportunity and fair treatment. ✓✓
- Promote efficiency in the workforce, broadly representative of the people of South Africa ✓✓
- Give effective to the International Labour Organisation ✓✓
- Any other relevant function relating to Employment Equity Act

Any 3x2 (6)

- 3.2.1 Identify the problem ✓
Define the problem ✓
Evaluate possible solutions ✓
Formulate strategy ✓
Implement strategy ✓
Monitor strategy ✓
Evaluate strategy ✓

OR

- Define the problem ✓
Identify alternatives ✓
Evaluate alternatives ✓
Choose the best alternatives ✓
Implement the decision ✓
Evaluate the decision ✓

6 x 1 (6)

3.2.2 Advantages of creative thinking

- It improves the quality of solution to business problems. ✓
- It stimulates profitable new ideas for products, marketing campaigns ✓ and public relations, among other things.
- It motivates workers and improves their skills makes for happier workforce. ✓
- It improves productivity. ✓
- Any other relevant answer related to advantages of creative thinking.

(4X1)(4)

3.2.3.1 State TWO main purposes of the Employment Equity Act.

- Promoting equal opportunities and fair treatment to all employees. ✓
- Eliminating unfair discrimination. ✓
- Ensuring equal representation of all population groups in all occupational categories and levels in the workforce. ✓
- Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups. ✓
- Any other relevant answer on the purpose of Employment Equity Act.

(Any 2x1) (2)

3.2.3.2 Evaluate the impact of this Act on business operations.

- Employers must create opportunities for previously disadvantaged people. ✓✓
- Employers are prohibited from discriminating against anyone on the basis of race, gender, age or disabilities. ✓✓
- Employers must transform their workplaces so that barriers to employment equity are eliminated. ✓✓
- Cost implications for implementing the Act. ✓✓
- Implementing the Act is time consuming. ✓✓
- Could lead to loss of qualified workers. ✓✓
- Could lead to conflict in the workplace ✓✓
- Any other relevant answer relating to the impact of the Employment Equity Act.

(Any 2x2) (4)

3.2.4 Justification

- There is an increase in the number of black people who manage and own businesses, ✓✓Ownership and management by Black people of existing or new businesses✓✓
e.g. black South Africans having a majority shareholding in African Rainbow Minerals. ✓✓
- To promote equal employment opportunities to disadvantaged people✓✓
e.g. Khumba Resources employs a large number of black women✓✓

Examples/illustrations should indicate understanding of Act.

The pillars of management must show understanding and relevance to the Act.

(2 x 2)(4)

3.3.1 Unethical advertising

- Business make use of unfair, deceptive or unethical advertising ✓✓ to lead customers to believe that they will get more value for their money than they actually do. ✓
- In the extract, the advertising strategy used can be seen as unfair, as patrons probably chose to visit the restaurant based on their expectation that the service charge would be on the amount spent. ✓✓✓

(6)

3.3.2 Unethical advertising

- Using misleading names. ✓✓
- Selling second-hand goods as new goods. ✓✓
- Using small print in the advertisement to mislead the consumer. ✓✓
- Criticising competitors goods and making false accusations when comparing the products. ✓✓

(Any 1x2) (2)

3.3.3.1 Abusing work time

- Many businesses are faced with the dilemma where employees are using time for their personal activities. ✓✓
- The business must have a policy in place for employees on the abuse of work time e.g. making personal calls, sending personal e-mails and browsing through websites, unrelated to their work duties during work time. ✓✓
- Business must implement time monitoring systems and time recording procedures. ✓✓
- There should be some flexibility when dealing with workers who conscientious, work long hours, and miss official work breaks when there is urgent work to be done. ✓✓

(Any 2x2) (4)

Recommendation

- Work must be structured in such a manner that workers have free time to conduct their personal business. ✓✓
- There must be clear policy regarding the conduct of personal private matters during working hours. ✓✓
- Any other relevant recommendation on abuse of work time.

(Any 1 x 2) (2)

3.3.3.2 Unauthorised use of funds

- Fraud is the theft or misuse of money that belong to the employer. ✓✓
- Fraud increases the cost of doing business, affects competition and discourages investors by investors adjusting prices upwards to absorb the losses. ✓✓
- Business must conduct educational work amongst employees about the impact of fraud and understand that fraud prevention is a collective responsibility. ✓✓
- Systems must be in place to reduce fraud, for e.g. by internal audit and risk. ✓✓
- Any other relevant recommendation on unauthorised use of funds.

(Any 2x2) (4)

Recommendation

- Separation of duties. If the same person who receives the cash is also responsible for the banking of the money as well the drawing up of the accounting records, it will be easy to commit fraud. By making sure that such duties are separated and assigned to specific employees, the opportunity for fraud will be limited. ✓✓
- Control over source documents. Strict control must be exercised over the issuing of source documents such as invoices and receipts and a system whereby a person must sign before receiving these books, must be in place. ✓✓
- These books should be pre-numbered and all documents must be accounted for when accounting entries are made. Control over cheque books is also of utmost importance. ✓✓
- Fraud prevention programme (whistle-blower) ✓✓
- Direct supervision ✓✓
- Authority levels ✓✓
- Floor limits ✓✓
- Daily back-up of records/documents ✓✓
- Offsite back-up system (business continuity plans) ✓✓
- Any other relevant answer relating to unauthorised use of funds ✓✓

(Any 1 x 2) (2)

[60]

QUESTION 4

4.1

- Businesses do not always have the skills/knowledge to solve community problems. ✓✓
- It costs money which a business could have invested more profitably. ✓✓
- Sufficient funds to become really involved in community upliftment programmes may not always be available, and this may be a financial burden. ✓✓
- It might be problematic to keep up the project during economic downturns. This creates pressure from the community. ✓✓
- Businesses may lack skilled personnel to manage these projects. ✓✓
- Some projects are time consuming. ✓✓
- Businesses pay a lot of tax to government so that social issues can be addressed. If a business is involved in CSR as well, this would mean duplication. ✓✓
- CSI projects may require extra personnel to manage these projects. ✓✓
- Businesses need to prepare detailed reports on their CSI programmes. ✓✓ (8)

4.2.1 Tertiary ✓✓ (2)

4.2.2 Concerned with extracting food and raw materials from nature ✓✓ (2)

4.2.3 Changing raw materials into finished goods ✓✓ (2)

4.2.4 Agriculture ✓✓ (2)

4.2.5 Manufacturing ✓✓ (2)

4.2.6 Gold ✓✓ (2)

4.2.7 Banks ✓✓ (2)

4.2.8 For example, KOO FACTORY ✓✓ (2)

[16]

4.3 To allow an employee to inform management of any dissatisfaction. ✓✓ (2)

4.4 Follow up (Step 2)

- The aggrieved team member should ask for a meeting with the immediate superior of the team leader, outlining the issue in writing. ✓✓
- The superior should address the grievance as soon as possible usually within 10 working days after being notified. ✓✓
- The superior may address the grievance in writing or request that a grievance meeting be held. ✓✓ At such a meeting, the following persons may be present: the employee concerned, the employee's representative and other witnesses as be necessary. ✓✓
- The person in charge of the grievance meeting should attempt to resolve the grievance soon after the date of the grievance meeting. The time period allowed will be prescribed by the work place policy. ✓✓ This is the final step in the grievance procedure and the decision made will be final. ✓✓
- If the grievance remains unresolved, the team member may consult employment legislation or common law. ✓✓ An external procedure (such as the CCMA) can only be used if the grievance has not been resolved after completing all the steps. ✓✓ (max 10)

4.5 Inclusivity means including a diverse group of people and not making anyone feel as though they are left out. ✓✓ (2)

4.6.1 Agree ✓✓

Motivation:

- Dissatisfaction can lead to low morale. ✓✓
- Any other relevant answer on disadvantage of discrimination in the workplace.

OR

Disagree ✓✓

Motivation:

- Workers may prefer security and high remuneration in comparison to satisfaction/morale. ✓✓
- Consider any relevant answer relating to dissatisfaction/intrinsic or extrinsic motivation, etc.

Mark allocation: Agree/Disagree 2 Reason 2 (4)

NOTE: If only Agree/Disagree is given without any explanation - NO marks.

4.6.2

- Prepare a code of ethics for the company. ✓✓
- Recognition of the collective agreement between the management and labour. ✓✓
- Provide for the training, role play and simulation of various acts of discrimination so that stakeholders are aware of the basic human rights of workers. ✓✓
- Reference must also be made to the Equity Act. ✓✓
- Any other relevant answer for resolution. (2 x 2) (4) [8]

4.7.1 Carbon dioxide emissions, ✓ pollution, dumping of toxic waste, ✓ unnecessary wastage of power, ✓ water and the exploitation of natural resources etc. ✓ (4)

4.7.2 A footprint is the imprint that one leaves when one walks, the carbon footprint is the amount of carbon a business emits through its processes and the impact that the business has on the environment. ✓✓ (2)

4.7.3 Recycling of trolleys, ✓ baskets, ✓ and hangers, ✓ introducing heavy-duty reusable bags, ✓ encouraging and widely stocking organic products ✓ and reducing the amount of water households' use by pre-washing most fruit, vegetables and meat products. ✓ (6)

4.7.4 To reduce its carbon footprint by 30% ✓✓ (2)[60]

QUESTION 5

5.1.1 Selection ensures that the business employs the most suitable candidate for a job.✓✓ (2)

5.1.2 Yes,✓✓ he has the right qualification, however, it would be advisable to perform psychometric tests to ensure he will fit in with the business ethics and principles.✓✓ (4)

5.1.3 The Basic Conditions of Employment Act.✓✓ (2)

5.1.4

- Names and addresses of the employer and employee✓✓
- Job title
- Normal place of work
- Starting date
- Nature and hours of work
- Leave conditions (annual and sick leave)
- Any agreements between the business and trade unions
- Salary and staff benefits such as pension and medical aid schemes
- The length of notice to be given by either party (any 4 x 2)(8)

5.1.5 Induction helps new employees familiarise themselves with the organisation.✓✓ (2)

- Give the new employee an overview of the business✓✓
- Give the new employee an opportunity to get to know the different departments and how they all fit into the overall operations of the business.
- Introduce the employee to co-workers and managers
- Explain safety regulations and rules
- Give the employee information on the products or service that the business provides
- Allow the employee the opportunity to ask questions and any other information that will put the new employee at ease
- Improve skills through in-service training (any 3 x 2)(6)[8][24]

5.2

5.2.1 **Control** is the task of making sure that activities are providing the desired results.✓✓ (2)

5.2.2 **Merger** is the combining of two commercial companies in one.✓✓ (2)

5.2.3 Any THREE of the following:

- Started with the receipt of newly harvested grapes (✓✓)
- Analysis of fruit sugar (✓✓)
- Analysis of acidity (✓✓)
- Analysis of pH (✓✓) (6)

5.2.4 They do thorough chemical analyses of the health of the vineyard ✓✓ and of the grapes. ✓✓ (4)

5.2.5

- The process of ensuring that products are manufactured to consistently high standards. ✓✓
- Checking raw materials, employees, machinery, workmanship and products to ensure that high standards are maintained.
- Inspecting batches of products to ensure that the needs of consumers are met the products operate the way they should, ✓✓the products are produced cost-effectively, ✓✓and the products conform to safety standards as specified by legislation or independent regulatory bodies. ✓✓ (max 6)

5.2.6 Number of rejects ✓✓ (2)[22]

5.3 Sexual harassment refers to:

- Unwelcomesexual advances ✓✓
- Gesture orremarks of a sexual nature
- Touching a person in an inappropriate sexual manner
- **Quid pro quo** harassment - requests for sexual favours in return foremploymentbenefits
- Pressurefor sexual favours to ensure financial benefits, for example, sales business**deals**and lucrative contracts. (max 5)

Strategies to help prevent sexual harassment:

- Employers should try to prevent the problem rather than having to address it after damages have been suffered. ✓✓
- Every business should have a clear policy regarding sexual harassment, which can be written into the Code of Conduct of the business.
- Employees must be informed about the problem, and must also know their own rights and the rights of others.
- Businesses must strive to create a positive corporate culture, with a clear code of conduct where the rights and dignity of everyone are protected and all staff members are respected.

(max 5) [10]

5.4

- Competitive rivalry✓
- Bargaining power of customers✓
- Bargaining power of suppliers✓
- Threat of new entrants✓
- Threat of substitute products✓

(max 4)

[60]

QUESTION 6

6.1

- They engage in organisational citizenship behaviour ✓✓
- They help co-workers to do their jobs better ✓✓
- They commit to team goals ✓✓
- They provide emotional support to co-workers ✓✓
- They minimise negative attitudes ✓✓
- They share in the credit for projects ✓✓

(Any five for 2 marks each)

(10)

6.2

- Create a suitable mission and vision for the business that is linked to high quality performance. ✓✓
- Set an overall aim for the business which is linked to quality. ✓✓
- Communicate the mission and vision to employees to inform them of the need for quality in order to live up to the vision. ✓✓
- Make decisions that will lead to high quality outcomes. ✓✓
- Ensure that employees are utilised efficiently. ✓✓
- Closely control all the business functions through a process of high quality reporting. ✓✓
- Ensure the ongoing development, implementation and control of the strategic planning. ✓✓
- Make quality decisions at the planning stage that will improve the profitability of the business through effective execution of the plans. ✓✓

(5 x 2 = 10)

6.3

- All the elements in the micro-environment are controllable factors. ✓✓
- Businesses design their own vision, strategy and mission. ✓✓
- Organisational resources are allocated to achieve the organisational goals. ✓✓
- The culture of the business is determined by how people function and work and relate to their colleagues and other stakeholders. ✓✓
- The business has to decide and prescribe this culture. ✓✓
- Organisational structures, such as whether the business operates in a functional structure or a matrix structure is a conscious decision by management. ✓✓
- Each of the eight functional areas of business have predetermined and approved operational procedures which allows for the optimal functioning of the business to achieve the organisational goals. ✓✓

(5 x

2 = 10)

6.4

Trait theory	The capacity for leadership is in-built; leaders are born with specific traits and behaviours which allow them to become leaders. All leaders share some common characteristics. ✓✓
Contingency theory	The environment will determine which particular style of leadership is best suited for the situation. No leadership style is best in all situations. This theory concentrates on the effectiveness of the leader, based on the individual's leadership style and the situations best suited to the leader. ✓✓ (4)

6.5

Dependability ✓	Problem-solving abilities make leaders indispensable to business. Leaders must prove their ability to solve problems, especially when under pressure. ✓
Accept responsibility ✓	All leaders and managers must be able to accept responsibility. A leader must be able to take credit for successes yet also take the blame for failures. ✓
Take risks ✓	Nothing in the world of business is gained without taking some risk. ✓ When faced with complex business problems, leaders should make sure that they take calculated risks. ✓
Professional ethics ✓	Ethics is a system of principles governing morality and acceptable conduct. ✓ Displaying good ethics is an essential characteristic of a leader and allows for a high level of trust. ✓
Decision-making ✓	Well-planned, practical, wise and beneficial decisions that solve a problem or open a new avenue for business shows great leadership potential. ✓
Honesty ✓	A person must be true to her/his profession, if he is lying, deceiving or withholding information, he is doing great disservice to the organisation. Being honest shows an ability to handle important issues with integrity and loyalty. ✓
Reliability ✓	Reliability implies confidence, thorough knowledge and a positive track record. Reliability is built over a period of time; and it comes with a proven track record of hard work. ✓
Responsible conduct ✓	Mature and responsible conduct in any given situation is essential to maintain harmony and balance among both co-workers and superiors. ✓ Keeping calm, especially when in crisis situations is crucial to any leadership position. ✓

(5 x 2 = 10)

6.6.1 It provides employment ✓✓ and training ✓✓, and assists people in starting their own businesses ✓✓. (4)

These make the programme a good one because they benefit people in the area ✓✓ and provide ongoing employment ✓✓. This helps to improve living conditions in the area ✓✓ because more jobs create economic growth ✓✓.

Any two valid reasons. (4)[8]

6.6.2

- By creating employment ✓✓
- Providing training in job skills ✓✓
- Raising the standard of living ✓✓
- Improving the economy of the area ✓✓ (2x2 = 4)

6.6.3

- Improved relationships with people living in the area ✓✓
 - Better public relations ✓✓
 - Established loyal contractors once the trainees have qualified ✓✓
 - Larger pool of community members available to employ ✓✓ (2x2 = 4)
- [60]

TOTAL SECTION B: 120

QUESTION 8

BASIC CONDITIONS OF EMPLOYMENT ACT, 1997 (ACT 75 OF 1997)

8.1 Introduction

- The purpose of this Act is to enhance economic development and social justice in South Africa by creating and regulating an environment conducive to fair labour practices. ✓
- South Africa is a member state of the International Labour Organisation, which requires that every member put in place an Act that regulates basic conditions of employment. ✓
- Such an Act should apply to all workers and employers apart from members of the National Defence Force, National Intelligence Agency, South African Secret Service and unpaid volunteers working charities. ✓
- Any other relevant introduction related to BCEA. ✓

(Any 2 x 1) (2)

Duties of the employer

8.2 All employers

The Basic Conditions of Employment Act applies to all employers and workers, excluding:

- Members of the National Defence Force, National Intelligence Agency or South African Secret Service. ✓✓
- Unpaid volunteers working for charity. ✓✓
- workers who are engaged in emergency work are excluded from certain provisions. ✓✓

The section of the Act that regulates working hours does not apply to:

- Workers in senior management. ✓✓
- Sales staff who travel and regulate their own working hours. ✓✓
- Workers who work less than 24 hours in a month. ✓✓
- Workers who earn more than R 115 572 per year. ✓✓

Employers with five or more workers

Employers who employ five or more workers must:

- provide workers with the following two documents : ✓
- Written particulars of employment. ✓✓
- A payslip each time they are paid. ✓✓
- maintain an employee record for each worker. ✓✓
- display a summary of the Basic Conditions of Employment Act in the workplace. ✓✓

(Max 8)

BASIC CONDITIONS OF EMPLOYMENT, (Act 75 of 1997)

8.3 WORKING HOURS

8.3.1 Normal time and overtime ✓✓

At present it is illegal for any employer in South Africa to require or permit an employee to work for more than :

- 45 hours normal time in any given week. ✓✓
- Nine hours normal time in any given day if the employee works for 5 days or fewer in a week. ✓✓
- Eight hours normal time in any given day if the employee works for more than five days in any given week. ✓✓
- Any other relevant answer related to normal time. ✓✓

Sub-max (4)

8.3.2 Overtime ✓✓

- If overtime is needed, workers must agree to do it (there must be an agreement stating that they are prepared to do it). ✓✓
- They may not work more than 3 hours overtime a day or 10 hours overtime a week. ✓✓

An agreement may provide for an employer to:

- Pay an employee not less than the employee's ordinary wage for overtime worked and grant the employee at least 30 minutes' time off on full pay for every hour of overtime worked ; or ✓✓
- Grant an employee at least 90 minutes' paid time off for each hour of overtime worked, without pay. ✓✓
- Any other relevant answer related to overtime. ✓✓

Sub-max (4)

8.3.3 Sunday work ✓✓

- A worker who occasionally works on a Sunday must receive **double** pay. ✓✓
- A worker who normally works on a Sunday must be paid **1 and a half times** the normal wage. ✓✓
- There may be an agreement for paid time off instead of overtime pay. ✓✓
- (Any other relevant answer related to Sunday work) ✓✓

Sub-max (4)

8.3.4 Public holidays ✓✓

- Workers must be paid for any public holiday that falls on a workday. ✓✓
- An employer may not force an employee to work on such a day, except in accordance with an agreement between the two parties. ✓✓
- Work on a public holiday is by agreement and paid at double the usual rate. ✓✓
- Employees who do not work on a public holiday must still receive their normal pay for that day, provided that it is a day on which the employee would normally work. ✓✓
- (Any other relevant answer related to public holidays)

Sub-max (4)

8.3.5 Night Work ✓✓

- Workers who work between 18:00 and 06:00 must get extra pay or be able to work fewer hours for the same pay. ✓✓
- Shift Allowance or shorter working hours. ✓✓
- Employers duty is to ensure transportation between residence and workplace.
- (Any other relevant answer related to night work)

Sub-max (4)

8.3.6 Meal intervals ✓✓

- An employer must give an employee who works continuously for more than five hours a meal interval of at least one continuous hour. ✓✓
- Any other relevant answer related to meal interval.

8.3.7 Rest Period ✓✓

- A daily rest period of at least twelve consecutive hours between ending and recommencing work; and ✓✓
- A rest period of at least 36 consecutive hours which, unless otherwise agreed, must include Sundays. ✓✓
- Any other relevant answer related to rest period.

Sub-max (4)
(Max 16)

8.4 Leave types and accumulation

- The Basic Conditions of Employment Act does not apply to employees who work for less than 24 hours in any month when we consider leave and leave accumulation. ✓✓
- The various types of leave and leave accumulation are outlines below:

8.4.1 Annual leave ✓✓

An employer must grant an employee:

- At least 21 consecutive days of annual leave on full pay for every twelve months of continuous employment in respect of each leave cycle. ✓✓
- One day of annual leave on full pay for every 17 days on which the employee worked or was entitled to be paid. ✓✓
- One hour of annual leave of full pay for every 17 hours on which the employee worked or was entitled to be paid. ✓✓

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- The employee may take this leave on consecutive days if he/she so wishes. ✓✓
- Leave must be taken no later than 6 months after the end of the leave cycle. ✓✓
- An employer may not pay an employee in lieu of granting leave except on termination of employment. ✓✓
- Leave pay must be paid either before or on (by agreement) the employee's usual pay-day. ✓✓
- Any other relevant answer related to annual leave

Sub-max (4)

8.4.2 Sick leave ✓✓

- The sick leave cycle generally refers to a period of 36 months employment with the same employer immediately following either commencement of employment or the end of a previous sick leave cycle. ✓✓
- During every sick leave cycle an employee is entitled to an amount of paid sick leave equal to the number of days the employee would normally work during a period of 6 weeks. ✓✓
- During the first 6 months of employment the employee is entitled to one day of paid sick leave for every 26 days worked. ✓✓
- Employees are allowed 36 days of sick leave in a 36 month/3 year cycle. ✓✓
- An employee is not entitled to be paid if he/she has been absent from work for more than two consecutive days or on more than two occasions during an eight – week period and, on request, does not provide a medical certificate to prove that he/she was incapacitated. ✓✓
- Any other relevant answer related to sick leave

Sub-max (4)

8.4.3 Maternity leave ✓✓

An employee is entitled to four consecutive months' maternity leave, which may start:

- At any time from four weeks before the expected date of birth, unless otherwise agreed or ✓✓
- When it is necessary as certified by a medical practitioner or midwife, in the interests of the employee's health or the health of the unborn baby. ✓✓
- An employee may not work for 6 weeks after the birth of the child, unless a doctor or midwife certifies that she is fit to do so. ✓✓
- There is no obligation placed on an employer to pay an employee while she is on maternity leave. ✓✓
- An employee is entitled to claim maternity benefits in terms of the Unemployment Insurance Fund, but only if the employer does not compensate the employee during her period of maternity leave. ✓✓
- Any other relevant answer related to maternity leave

Sub-max (4)

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8.4.4 Family responsibility leave

Full-time employees who have been in employment for longer than four months are entitled to three days paid family responsibility leave a year✓✓, in accordance with special request from the employee when :

- The employee's child is born or sick✓✓
- In the event of the death of the employee's spouse, life partner, adoptive parent grandparent, child, adopted child, grandchild or sibling.✓✓
- Before paying an employee for leave in terms of this section, an employer may require reasonable proof of an event for which the leave was required.✓✓
- Any other relevant answer related to family responsibility leave

Sub-max (4)
(Max 16)

8.5 Termination of employment

- One week notice during first six months of being employed.✓✓
- Two weeks if employed between 6 to 12 months.✓✓
- Four weeks if employed for more than a year.✓✓
- Any other relevant answer related to termination of employment

(Max 4)

8.6 Impact of BCEA on business operation

- The minister of labour may appoint labour inspectors who perform functions such as promoting, monitoring and enforcing compliance with employment laws.✓✓
- Labour inspectors must advise employees on their rights and obligations in terms of employment laws. ✓✓When the Labour Inspectors find that the Act is not being adhered to, they may serve an order to the company to comply with the law (Compliance Order).✓✓
- It is also the responsibility of the Labour Inspectors to report non-compliance to the Department of Labour.✓✓
- The Department of Labour will verify the facts and either agree with the order or change or cancel it. The decision can be challenged in the Labour Court.✓✓
- Compliance has a positive impact on businesses as it fosters favourably relations, not only the workforce, but also the government and other stakeholders.✓✓
- Most of the business enterprises are successfully implementing the above legislation in their business operations. ✓✓
- This is evident in the large number of successful empowerment companies established in South Africa.
- The government imposes fines on those companies that do not comply. ✓✓
- Some businesses may not be familiar with the legislation. ✓✓
- Training is necessary for the successful implementation. ✓✓
- Companies would rather pay the fines, than obeying the rules and regulations. ✓✓
- Any other relevant answer related to success/failure of above legislation.

(Max 6)

8.7 CONCLUSION

- From the above discussion it is clear that the BCEA in South Africa has a positive impact on businesses✓✓
- Has provided a much happier workforce in the country. ✓✓
- Workers are protected from exploitation, respect for human rights and social justice. ✓✓
- Any other relevant answer relating to conclusion.

(Any1 x 2) (2)

Breakdown of mark allocation			
Details	Maximum	Subtotal	Total
Introduction		2	Max32
Basic Conditions of Employment Act	8	36	
EXCLUSIONS			
WORKING HOURS	16		
LEAVE TYPES AND ACCUMULATION	16		
NOTICE OF TERMINATION	04		
SUCCESS/FAILURE OF LEGISLATION	06		
Conclusion		2	
INSIGHT			
Layout			2
Analysis, interpretation			2
Synthesis			2
Originality, examples			2
TOTAL MARKS			40

LASO – For each component

- Allocate 2 marks if all requirements are met.
- Allocate 1 mark only if some of the requirements are met.
- Allocate 0 marks where requirements are not met at all.

QUESTION 7

7.1 Introduction

The human resource function is a crucial element in organisational success, ✓✓
Human resource management is the process of using an organisations goal and \ strategy to determine the organisations human resources needs in terms of finding, developing and keeping qualified workers. ✓✓
This process involves recruitment, selection, interviews, induction and placement. ✓✓
Human Resources Management is an on-going management function. ✓✓
Any other relevant introduction relating to human resource management.

(1x2) (2)

7.2 Human Resource Steps

7.2.1 The Recruitment Process ✓✓

The express purpose of recruiting is to ensure that a sufficient number of applicants apply for the various jobs in the business as and when required ✓✓
The HR manager uses the recruitment process as a tool to attract applicants to his business. ✓✓
Finding the right person, at the right time to fill a vacancy, is a complex task undertaken by the Human Resources (HR) function. ✓✓
In doing a needs analysis in terms of the human resources requirements of the business, the HR manager must determine the following:

Job Analysis ✓✓

- Systematic gathering of all relevant information about the tasks, skills and responsibilities of the job. ✓✓
- It is the general description of what the job entails. ✓✓

Job Description: ✓✓

- Describes the exact task, duties and responsibilities of the person employed for the job. ✓✓
Describes the actual job e.g. Job title, machinery/ equip, used, duties. ✓✓

Job Specification: ✓✓

- Qualifications, skills and abilities that the employee needs to do the job. ✓✓
- Describes the person needed for the job. e.g. skills, education, training, interpersonal & communication skills. ✓✓

Recruitment from outside (External recruitment)

- As the CEO of Deluxe Aircon cc has indicated that the company does not have a qualified electronic engineer, external recruitment is the only viable option. ✓✓
- Recruitment from outside means looking for suitable applicants outside the business when a post becomes vacant (external recruiting) ✓✓

Advantages of recruiting from outside

An active effort made to obtain the right person for the job, that is,

- Someone with the most suitable qualifications and experience. ✓✓
- The opportunity is created for bringing in new ideas, schools of thought ✓✓
- Any other relevant answer related to advantages of external recruitment.

Disadvantages

- Recruiting costs are considerably higher for items such as advertising and expenses to enable applicants to come from elsewhere for the interview, and the reimbursement of successful applicants moving costs. ✓✓
- It is risky because the assessment of applicants can never be perfect therefore exists that the successful applicant will not be successful in the Job. ✓✓
- The morale of existing personnel can be negatively influenced high potential will not be prepared to stay indefinitely at the same level and might consider resigning. ✓✓
- (Any other relevant answer related to disadvantages of external recruitment)

(Max 8)

7.2.2 Selection ✓✓

- Selection is the process in which an organisation chooses, the best-suited individual for a particular position from a group of applicants. ✓✓
- The main purpose of selection is to meet the organisation's standards of performance. ✓✓

Review all application forms ✓✓

- Application forms are created by the business to gather all necessary information about the applicant and to determine whether the applicants meet the basic qualifying requirements. ✓✓
All information on the form is thoroughly investigated by HR department. ✓✓

Review all Curriculum Vitae (CV's) ✓✓

- A CV is a summary of an applicant's personal details, education and work experience,
- Submitted by the candidate, generally with the application form. ✓✓

(Max 8)

7.2.3. Interview ✓✓

- After comparing the information on the application form or CV with the information contained in the job specification, a shortlist of possible candidates drawn up. ✓✓
The HR manager must then decide on the type of interview to be conducted - for example, and individual, a successive or a panel interview, and the type of tests to be used. ✓✓
In view of the Labour Relations Act 66 of 1995 (LRA) it is best to use a more structured interview to ensure that everybody is treated fairly and that there is no discrimination. ✓✓
- A new type of test that is not culturally biased, known as the "Potential Index Batteries (PIB)", can be used to ensure fair treatment. ✓✓
Care should be taken to ensure that the tests are related to the job. " Another type of test that can be utilised is the competency- based test. ✓✓
- It is advisable to use a structured interview to ensure fair treatment of all applicants. ✓✓
- In view of the LRA it is important that all the candidates are asked the same questions. ✓✓

Information obtained from the interview includes:

- a brief description of responsibilities in previous jobs. ✓✓
- practical examples that will indicate the presence/absence of personal characteristics required for the job. ✓✓
- results of probing into specific areas of weakness highlighted by the application form, CV and/or the tests. ✓✓
- details of specific achievements in previous jobs. ✓✓
- After completing this step, a personal reference check can be done. ✓✓

Information obtained from reference (previous employers) can be used for the following purposes:

- to verify information gained from the application form or CV and during the interview ✓✓
- to confirm positions held, responsibilities and salary levels ✓✓
- to confirm standards of "achievements" in previous jobs ✓✓
- to confirm reasons for leaving ✓✓
- to answer the question "Would they employ the candidate again?" ✓✓

Job offer and medical examination ✓✓

- Assuming that a suitable candidate has emerged from the selection process, a formal offer should now be made subject to the acceptance of a medical report if applicable. ✓✓
- Any other relevant answer related to interviews.

(Max 8)

7.2.4 EMPLOYEE CONTRACTS ✓✓

- Once the successful candidate has accepted the offer, an employment contract is drawn up and signed. ✓
- It is a contract between the employer and employee and includes the following:
The job title. ✓
Brief description of work duties. ✓
Date when employment commences. ✓
Working hours. ✓
Wage/salary payable. ✓
The different kinds of leave the employee is entitled to. ✓
The notice period needed to terminate employment. ✓
Any other relevant answer related to employee contract.

(Max 8)

7.2.5 INDUCTION ✓✓

- Induction can be defined as the process of introducing new employees "to the goals of the organisation- ✓✓ its policies and procedures", to its values and the co-workers ✓✓ as well as to the activities of the task to be performed and the equipment to be used. ✓✓

The aim of induction is to:

- acquaint new employees with job procedures ✓✓
- establish relationships with co-workers ✓✓
- create a sense of belonging among employees ✓✓
- acquaint new employees with the goals of the organisation ✓✓
- indicate to the employees the preferred means by which these goals should be attained ✓✓
- identify the basic responsibilities of the job ✓✓
- indicate the required behaviour patterns for effective job performance ✓✓
- (Any other relevant answer relating to induction)

(Max 8)

7.2.6 PLACEMENT ✓✓

- This activity matches the employees ability and expectations with the requirements of the job. ✓✓
- He/ she must be able to contribute positively to the company. ✓✓
- He/ she will be put through a placement program such as his/ her place of work, work times, expectations from him/ her for the day etc ✓✓
- Any other relevant answer relating to placement.

(Max 8)

7.3 Should KIMBELIN follow the various activities/steps at all times.

Yes ✓✓

Motivation

- The human resource manager will be able to select, ✓✓
- The human resource manager will be able to select the best candidate by following the steps mentioned above. ✓✓
- Transparency and collection of evidence for the process, which can also be useful in case of a dispute, ✓✓
- Any other relevant motivation related to the steps.

Yes 2
Motivation 2 Max (4)

No ✓✓

Motivation

- The human resource manager can outsource this recruitment process by using Labourconsultants. ✓✓
- The nature and complexity of the work, ✓✓
- The size of the undertaking and manpower requirements, ✓✓
- Head hunting for preferred candidates. ✓✓
- Any other relevant motivation related to the steps.

No 2
Motivation 2 Max (4)

CONCLUSION

- Each step of the recruitment plan should be followed to ensure that the correct person is selected for the job ✓✓
- Future development plans should also be discussed with the candidate to ensure personal development within the company. ✓✓
- An effective human resource recruitment process will ensure a low employee turnover for the company. ✓✓
- This activity must ensure that the appropriate candidate with the relevant skills and experience is appointed to the post to enable the company to achieve its goal. SS
- Any other relevant answer relating to conclusion.

(Any 1 x 2)(2)

Breakdown of mark allocation:

Details	Maximum	Subtotal	Total	
Introduction		3	MAXIMUM	
Recruitment	Max 8	52		
Recruitment from the outside	Max 8			
Selection/Short listing	Max 8			
Interviews	Max 8			
Induction/Orientation	Max 8			
Placement	Max 8			
Follow activities/steps Motivation	Max 4			
Conclusion				2
INSIGHT *(LASO)				
Layout				2
Analysis, Interpretation			2	
Synthesis			2	
Originality, Examples			2	
TOTAL MARKS			40	

LASO - For each component

- Allocate 2 marks If all requirements are met.
- Allocate 1 mark only if some of the requirements are met.
- Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: 40 TOTAL: 100

QUESTION 10

INTRODUCTION

Each leader has their own unique style of leadership. ✓ However, a style can fit into a broad band to identify common traits of a group of leadership styles. ✓ (2)

BODY

DEMOCRATIC LEADER

The **democratic leader** draws on the knowledge and skills of the group to ensure group commitment. ✓✓ Decisions are often made based on the majority view of all workers. It can sometimes take a long time to reach a decision. A democratic style of management puts trust in employees and encourages them to make decisions. Democratic leaders will delegate authority to employees and also listen to their advice. Good two-way communication is required and often discussions can offer useful suggestions and ideas. Employees are usually satisfied with the work environment. However, this approach can be disastrous in times of crisis, when urgent events demand quick decisions. (max 4)

Autocratic leadership is similar to the classic model of 'military' style leadership and is probably the least effective. ✓✓ This style involves very little praise and lots of criticism. Under the autocratic leadership style, all decision-making powers rest with the leader. These types of leaders do not listen to any suggestions or initiative from subordinates. The autocratic management style allows quick decision-making as only one person decides for the whole group and keeps each decision to him/herself until he/she feels it needs to be shared with the rest of the group. Autocratic leaders trust no-one and often use fear and threats to make sure employees do n jobs. Employees often have very little job-satisfaction. Autocratic leadership is extremely effective in a crisis, when an urgent decision is needed. (max 4)

Laissez-faire style

When somebody is in a leadership position without providing leadership and expects the group to make their own decisions, it is known as a **laissez-faire** style. ✓✓ There is a free rein for subordinates to decide their own policies and methods. A free rein leader allows maximum freedom to subordinates and does not lead them every step of the way but rather motivates them by trusting the individuals to do things themselves. Free rein leadership is considered better than the authoritarian style but not as effective as the democratic style, as subordinates often need not guidance. (max 4)

EVALUATION

	Description	Advantages	Disadvantages
Democratic	Workers are allowed to participate in decision-making; some businesses run on the basis of majority decisions	Authority is delegated to workers, which is motivating; useful when complex decisions are required that need specialist skills	Mistakes or errors can be made if workers are not skilled or experienced enough; not effective in times of crisis
Autocratic	Senior managers take all the important decisions with no involvement from workers	Quick decision-making; effective when employing many low skilled workers	No two-way communication, so can be de-motivating; creates a 'them and us' attitude between managers and workers
<i>Laissez-faire</i>	Workers are allowed to make all their own decisions and take responsibility for their actions	Authority is delegated to workers, which is motivating; can be very empowering for workers and competent workers will do well	The absence of a clear direction can be very demotivating to some employees

(Max 2 each for description, advantages and disadvantages = 18)

COMPARISON OF LEADERSHIP AND MANAGEMENT

LEADERSHIP ROLES	MANAGEMENT ROLES
The leader innovates✓	The manager administers✓
The leader develops	The manager maintains
The leader focuses on people	The manager focuses on systems and structure
The leader inspires trust	The manager relies on control
The leader has a long range perspective	The manager has a short-range view
The leaders asks what and why	The manager asks how and when
The leader's eye is on the horizon	The manager has his or her eye always on the bottom line
The leader does the right thing.	The manager does things right

(The columns must match. If a table is not drawn penalise 2 marks. – maximum of 6 marks)

CONCLUSION

There are clear differences in the management styles, even though managers have their own unique style of leading their organisations. ✓✓ Leadership roles are not synonymous with management roles, but they are not mutually exclusive as managers are expected to be leaders as well as manage a business. ✓✓ (max 2)

Essay marking grid

	Maximum
Introduction	3 x 1 = 2
Body	28
Explanation of styles (3 x 4)	
Evaluation of styles (6 x 3)	
Comparison chart (3 x 2)	
Challenges of implementing CSR (12)	
Conclusion	2 x 1 = 2
Contents total:	32
Layout	2
Analysis	2
Synthesis	2
Originality	2
LASO total:	8
TOTAL:	40

QUESTION 9

INTRODUCTION

Social responsibility is about improving the quality of life of society ✓ and the environment. ✓ Everyone has a responsibility to make decisions ✓ which are beneficial to others ✓ as well as to the environment. (3)

BODY

Corporate citizenship describes a company's role and responsibilities towards society. ✓✓ Social responsibility means making sure that the product you are supplying does not harm the users of those products, or that your economic activity does not damage the environment. ✓✓

CSR refers to the practices of businesses that wish to protect the health and rights of their workers, their suppliers' workers and their stakeholders, knowing that such efforts will indirectly protect the business and its activities. Many people argue that CSR distracts from the fundamental economic role of businesses, which is to make profit. CSR efforts are designed to protect the environment and the wellbeing of employees, the community and civil society in general, both now and in the future.

Benefits of CSR Support is gained from:

- Workers
- Customers
- Investors
- Management - reporting in the financial statements ✓✓✓✓

Problems usually experienced when implementing CSR programmes:

- Managers are not trained.
- Reduces others' responsibilities.
- No standards to judge the success.

Nature of CSR programmes focus on:

- Community upliftment ✓✓
- Caring for the environment
- Sponsoring special programmes or sports
- Special educational efforts.

Corporate Social Investment is the actioning of the SCR programme. ✓✓ There are a large number of business initiatives currently being implemented. These are programmes designed by the businesses themselves and aimed at target markets they have identified.

There are both internal and external challenges for the successful implementation:

- Internal - support from colleagues ✓✓
- External - recognition from the beneficiaries.
- The B-BBEE Act - rates businesses in terms of their commitment to broad-based black economic empowerment
- Skills Development Act - advocates training to level imbalances of the past
- Employment Equity - emphasises equity in labour composition
- National Skills Development Strategy - establishes SETAS for training.

CONCLUSION

The importance of CSR cannot be over-emphasised in the current business environment. ✓ With legislation in place to measure a company's CSI, ✓ businesses must make sure that they put back into the communities that support them. ✓ (3)[40]

Essay marking grid

	Maximum	Marks
Introduction	3 x 1	3
Body	27	
Corporate citizenship (4)		
Social responsibility (6)		
Benefits of CSR (14)		
Challenges of implementing CSR (12)		27
Conclusion	2 x 1	2
Contents total:	32	
Layout	2	
Analysis	2	
Synthesis	2	
Originality	2	8
TOTAL:		40