

## MARKING GUIDELINES

| EXAMINATION NATIONAL SENIOR CERTIFICATE |                  |
|-----------------------------------------|------------------|
| GRADE                                   | 12               |
| DATE                                    | MAY/JUNE 2026    |
| SUBJECT                                 | BUSINESS STUDIES |
| PAPER                                   | 2                |
| MARK TOTAL                              | 150              |
| DURATION (HOURS)                        | 2                |
| NUMBER OF PAGES                         | 28               |



SOUTH AFRICAN COMPREHENSIVE ASSESSMENT INSTITUTE  
SUID-AFRIKAANSE KOMPREENSIEWE ASSESSERINGSINSTITUUT

| FINAL APPROVED MARKING GUIDELINES |  |
|-----------------------------------|--|
| DATE OF MEETING                   |  |
| UMALUSI MODERATOR                 |  |
| CHIEF MARKER                      |  |
| INTERNAL MODERATOR                |  |



## 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) Facilitation of the moderation of candidates' scripts at the different levels.
- c) Streamlining of the marking process considering the broad spectrum of markers.
- d) Implementation of appropriate measures in the teaching, learning and assessment of the subject at schools/institutions of learning.

1. For marking and moderation purposes, the SACAI procedures are being followed.  
***(Please refer to the SACAI Policy Document, (Annexure PM 2.10.5))***
2. Candidates' responses must be in full sentences for SECTIONS B and C. However, this would depend on the nature of the question.
3. A comprehensive marking guideline has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but ...
  - uses a different expression from that which appears in the marking guideline.
  - comes from another source.
  - is original.
  - uses a different approach.

**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/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 memo/breakdown of marks. 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 a 'R'.
11. Note that no marks will be awarded for indicating Yes/No in evaluation type questions requiring substantiation or motivation. (Applicable for SECTIONS B and C)
12. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:

**12.1** 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.'* ✓

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

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

Cognitive verbs, such as:

- 13.1** Advise, name, state, mention, outline, motivate, recommend, suggest, (list not exhaustive) do not usually require much depth in candidates' responses. Therefore, the mark allocation for each statement/answer appears at the end.
- 13.2** Describe, explain, discuss, elaborate, compare, distinguish, differentiate, justify, devise, 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.



## 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 14.1 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 is specified, questions that require candidates to 'describe/discuss/explain' may be marked as follows:

- Fact 2 marks (or as indicated in the marking guideline)
- Explanation 1 mark

The 'fact' and 'explanation' are given separately in the marking guideline 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 guideline.

**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 SECTION 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:<br/>36</b> |
| Content      |                        |
| Conclusion   |                        |
| Insight      | <b>4</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 the headings/sub-headings and interpret it correctly to show understanding of what is being asked?<br><ul style="list-style-type: none"> <li>All headings/sub-headings are correctly used: Award 1 mark for analysis.</li> <li>18 to 36 marks for facts: Award 2<sup>nd</sup> mark for analysis.</li> </ul> | <b>2</b>  |
| <b>TOTAL FOR INSIGHT:</b>     |                                                                                                                                                                                                                                                                                                                                                                   | <b>4</b>  |
| <b>TOTAL FOR FACTS:</b>       |                                                                                                                                                                                                                                                                                                                                                                   | <b>36</b> |
| <b>TOTAL MARKS FOR ESSAY:</b> |                                                                                                                                                                                                                                                                                                                                                                   | <b>40</b> |

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

**15.3** Indicate insight in the left-hand margin with a symbol e.g. ('L, A').

**15.4** The breakdown of marks is indicated at the end of the suggested answer/marketing 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.

**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) as in the table below:

| CONTENT             | MARKS            |
|---------------------|------------------|
| <b>F</b> (Facts)    | <b>36 (Max.)</b> |
| <b>L</b> (Layout)   | <b>2</b>         |
| <b>A</b> (Analysis) | <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 guideline.
- 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 memo, 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 C ✓✓

1.1.2 D ✓✓

1.1.3 B ✓✓

1.1.4 A ✓✓

1.1.5 C ✓✓

(5x2)(10)

#### 1.2

1.2.1 charismatic ✓✓

1.2.2 Delphi- ✓✓

1.2.3 excess ✓✓

1.2.4 state-owned ✓✓

1.2.5 unprofessional ✓✓

(5x2)(10)

#### 1.3

1.3.1 E ✓✓

1.3.2 A ✓✓

1.3.3 I ✓✓

1.3.4 F ✓✓

1.3.5 D ✓✓

(5x2)(10)

**TOTAL SECTION A: [30]**



## SECTION B

Mark only the answers to the first **TWO** questions.

### QUESTION 2: BUSINESS VENTURES

#### 2.1 Factors to be considered when making an investment decision

- Return of investment (ROI) ✓
- Risk ✓
- Investment term/period ✓
- Inflation rate ✓
- Taxation ✓

**NOTE: Mark the first FOUR (4) only.**

**(4x1)(4)**

#### 2.2 Unemployment Insurance Fund/UIF Benefits

2.2.1 Maternity benefit ✓✓

**(2)**

2.2.2 Adoption benefit ✓✓

**(2)**

#### 2.3 Differences between compulsory insurance and non-compulsory insurance

| Compulsory insurance                                                                                                                                                                       | Non-compulsory insurance                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Required by law/there are legal obligations for it ✓ to be taken out and paid for. ✓</li> </ul>                                                   | <ul style="list-style-type: none"> <li>• Is voluntary/the insured has a choice ✓ whether to enter into an insurance contract. ✓</li> </ul>                                 |
| <ul style="list-style-type: none"> <li>• It is regulated by government ✓ and does not require insurance contracts/brokers. ✓</li> </ul>                                                    | <ul style="list-style-type: none"> <li>• Insured will enter into a legal insurance contract ✓ with the insurer who may be represented by an insurance broker. ✓</li> </ul> |
| <ul style="list-style-type: none"> <li>• Payment is in the form of a levy/contribution paid into a common fund ✓ from which benefits may be claimed under certain conditions. ✓</li> </ul> | Monthly/annual payments/premiums that must be paid ✓ in order to enjoy cover for a nominated risk. ✓                                                                       |
| <b>Examples</b> <ul style="list-style-type: none"> <li>• UIF, RAF and Compensation Fund/COIDA. ✓</li> </ul>                                                                                | <b>Examples</b> <ul style="list-style-type: none"> <li>• Short term insurance/multi-peril insurance (theft, fire, etc.) Long-term insurance/life Insurance. ✓</li> </ul>   |
| <b>Submax. (4)</b>                                                                                                                                                                         | <b>Submax. (4)</b>                                                                                                                                                         |

**NOTE: The answer does not have to be in table format.**

**Max. (8)**



## 2.4 Leadership styles

### 2.4.1 Leadership style:

Autocratic leadership style ✓✓

(2)

### 2.4.2 Impact of autocratic leadership style

#### Positives/Advantages

- Quick decisions can be taken ✓ without consulting followers/employees. ✓
- Work gets done ✓ in time/on schedule. ✓
- Line of command/communication is clear ✓ as its top-down/followers know exactly what to do. ✓
- Direct supervision and strict control ✓ ensure high quality products/service. ✓
- Provides strong leadership ✓ that makes new employees feel confident and safe. ✓
- Works well in large companies ✓ where consultation with every employee is impractical. ✓
- Clear guidance can be given ✓ to low-skilled/inexperienced/new staff. ✓

[Any other relevant answer related to the positive impact/advantages of the autocratic leadership style.]

#### AND/OR

#### Negatives/Disadvantages

- Leaders and followers may become divided ✓ and may not agree on ways to solve problems. ✓
- Workers can become demotivated ✓ if their opinions/ideas are not considered. ✓
- De-motivated workers impact negatively ✓ on productivity. ✓
- New/creative/cost reducing ideas may not be used ✓/implemented/never be considered. ✓
- Followers may feel that they are not valued ✓ resulting in high absenteeism/high employee turnover. ✓
- Experienced/highly skilled workers will resist an autocratic leadership style ✓ because it results in slow growth/low participation/less creativity. ✓

[Any other relevant answer related to the negative impact/disadvantages of the autocratic leadership style.]

**NOTE: Do not allocate marks for responses that quoted from the scenario.**

**Max. (6)**



## 2.5 Meaning of debentures

- It is issued to raise borrowed capital ✓ from the public. ✓
- The lender/debenture holder agrees to lend money ✓ to the company on certain conditions for a certain period. ✓
- Debenture holders are creditors, ✓ as the company is liable to repay the amount of the debentures. ✓
- Most types of debentures can be traded ✓ on the JSE. ✓
- Debenture holders receive annual interest payments ✓ based on the terms/ amount of debentures held. ✓

[Any other relevant answer related to the meaning of debentures as a type of investment opportunity.]

**Max. (4)**

## 2.6 Presentation and data response

- 2.6.1**
- She maintained eye contact with her audience throughout the presentation. ✓
  - Marinda also managed her time effectively in order to allow for questions. ✓

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

**(2)**

### 2.6.2 Areas of improvement for the next presentation

- Marinda/the presenter should revise objectives ✓ that were not achieved.
- Use humour appropriately. ✓
- Always be prepared ✓ to update/keep the information relevant. ✓
- Reflect on any problem/criticism ✓ and avoid it in future presentations. ✓
- Reflect on the time/length of the presentation ✓ to add/remove content. ✓
- Reflect on the logical flow ✓ of the format/slides/application of visual aids. ✓
- Increase/decrease the use of visual aids ✓ or replace/remove aids that do not work well. ✓
- Any information that Marinda/the presenter receives as feedback from a presentation should be analysed ✓ and where relevant, incorporated/used to update/amend her presentation. ✓

[Any other relevant answer related to areas of improvement that Marinda/ the presenter should consider for her next presentation.]

**Max. (4)**



## 2.7 Contribution of management to the success and/or failure of a public company

| MANAGEMENT | SUCCESS                                                                                                                                         | AND/OR | FAILURE                                                                                                                                                            |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | <ul style="list-style-type: none"> <li>Managed at least by one competent highly skilled director. ✓✓</li> </ul>                                 |        | <ul style="list-style-type: none"> <li>Directors may not have a direct interest in the company, which can hamper growth and profit maximisation. ✓✓</li> </ul>     |
|            | <ul style="list-style-type: none"> <li>The management of the company can improve since directors are accountable to shareholders. ✓✓</li> </ul> |        | <ul style="list-style-type: none"> <li>Large management structure can result in decision-making taking time. ✓✓</li> </ul>                                         |
|            | <ul style="list-style-type: none"> <li>Shareholders can vote for/appoint the most capable directors to manage their company. ✓✓</li> </ul>      |        | <ul style="list-style-type: none"> <li>Directors' fees increase the company's expenses that reduces net profit. ✓✓</li> </ul>                                      |
|            |                                                                                                                                                 |        | <ul style="list-style-type: none"> <li>Management may open legal challenges if their reports do not comply with King Code. ✓✓</li> </ul>                           |
|            |                                                                                                                                                 |        | <ul style="list-style-type: none"> <li>Some shareholders may not exercise their voting rights, resulting in choosing the wrong person as a director. ✓✓</li> </ul> |
|            |                                                                                                                                                 |        | <ul style="list-style-type: none"> <li>Directors may not be motivated to work very hard because shareholders decide on the directors' remuneration. ✓✓</li> </ul>  |
|            | [Any other relevant answer related to how management can contribute to the success of a public company.]                                        |        | [Any other relevant answer related to how management can contribute to the failure of a public company.]                                                           |

**Max. (6)**



### QUESTION 3: BUSINESS ROLES

#### 3.1 Economic rights of employees in the workplace

- Free from forced labour ✓
- Free to accept or choose work ✓
- Join/form trade unions ✓
- Right to participate in a legal strike ✓
- Equal pay for work of equal value ✓
- Reasonable limitation of working hours ✓
- Safe and healthy working conditions ✓

**NOTE: Mark the first FOUR (4) only.**

**(4x1)(4)**

#### 3.2 Problem-solving techniques

3.2.1 Brainstorming ✓✓

3.2.2 Mind-mapping ✓✓

**(2x2)(4)**

#### 3.3 Advantages of creative thinking

- Better/unique/unconventional ideas/solutions are generated. ✓✓
- Complex business problems may be solved. ✓✓
- Improves motivation amongst staff members. ✓✓
- Management/employees may keep up with fast changing technology. ✓✓
- Creativity may lead to new inventions that improve the general standard of living. ✓✓
- May give the business a competitive advantage if unusual/unique solutions/ ideas/strategies are implemented. ✓✓
- Productivity increases as management/employees may quickly generate multiple ideas that utilise time and money more effectively. ✓✓
- Managers/employees have more confidence as they can live up to their full potential. ✓✓
- Managers will be better leaders as they will be able to handle/manage change(s) positively and creatively. ✓✓
- Managers/employees can develop a completely new outlook, which may be applied to any task(s) they may do. ✓✓
- Leads to more positive attitudes as managers/employees feel that they have contributed to problem solving. ✓✓
- Managers/employees have a feeling of great accomplishment and they will not resist/obstruct the process once they have solved a problem/contributed towards the success of the business. ✓✓
- Stimulates initiative from employees/managers, as they are continuously pushed out of their comfort zone. ✓✓



[Any other relevant answer related to the advantages of creative thinking in the workplace.]

**Max. (6)**

### 3.4 Team performance

- 3.4.1**
- Shared values/mutual trust and support ✓✓
  - Co-operation/collaboration ✓✓

**(2x2)(4)**

#### 3.4.2 Storming as a stage of team development

- Teams go through a period of unease/conflict ✓ after formation. ✓
- Different ideas from team members ✓ will compete for consideration. ✓
- Team members open up to one another ✓ and confront one another's ideas/ perspectives. ✓
- Tension/struggle/arguments occur ✓ and upset the team members/there may be power struggles for the position of team leader. ✓
- In some instances, storming can be resolved quickly; ✓ in others, the team never leaves this stage. ✓
- Many teams fail during this stage ✓ as they are not focused on their task. ✓
- This phase can become destructive ✓ for the team/will negatively impact on team performance, if allowed to get out of control. ✓
- This stage is necessary/ important ✓ for the growth of the team. ✓
- Some team members tolerate one another ✓ to survive this stage. ✓

[Any other relevant answer related to storming as a stage of team development.]

**Max. (6)**

### 3.5 Relationship between triple bottom line and social responsibility

#### Profit/Economic ✓✓

- Triple bottom line means that businesses should not only focus on profit/charge high prices, but should also invest in CSI projects. ✓
- Businesses should not make a profit at the expense of its community. ✓

[Any other relevant answer related to profit/economic as part of triple bottom line.]

**Factor (2)**

**Discussion (1)**

**Submax. (3)**

**People/Social ✓✓**

- Business operations should not have a negative impact on/exploit people/employees/customers/community. ✓
- Businesses should engage/invest in sustainable community programmes/projects that will benefit/uplift communities. ✓
- Improve the lifestyle/quality of life of their human resources/employees. ✓

[Any other relevant answer related to people/social as part of triple bottom line.]

**Factor (2)**  
**Discussion (1)**  
**Submax. (3)**

**Planet/Environment ✓✓**

- Businesses should not exhaust resources/harm the environment for production/profit purposes. ✓
- They may support energy-efficient / eco-friendly products / production methods. ✓
- Recycle/reuse waste, e.g. packaging from recycled material. ✓

[Any other relevant answer related to the planet/environment as part of the triple bottom line.]

**Factor (2)**  
**Explanation (1)**  
**Submax. (3)**

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

**Max. (6)**

**3.6 Dealing with disability as a diversity issue**

- Business should provide employment opportunities ✓ for people who are physically challenged. ✓
- Employees should be trained ✓ in how to deal with colleagues with disabilities. ✓
- Businesses should be well- informed ✓ on how to deal with disabled employees. ✓
- Accommodate people who are physically challenged ✓ by providing facilities/ramps for wheelchairs. ✓
- Ensure that workers with special needs ✓ are not marginalised/feel excluded from workplace activities. ✓
- Policies and programmes should accommodate ✓ the needs of people with disabilities. ✓
- Create an organisational culture/climate that is conducive ✓ to people with disabilities. ✓
- Business should bring in external experts ✓ to help with disability and accommodation issues. ✓
- Focus on skills/work performance ✓ of the disabled worker, rather than his/her disability/possible problems he/she may pose in future. ✓

[Any other relevant answer related to how businesses can deal with disability as a diversity issue in the workplace.]

**Max. (4)**



### 3.7 Dealing with pricing of goods in rural areas as an unethical business practice

- Work together with suppliers to share delivery costs to remote rural areas. ✓✓
- Businesses can buy in bulk to get a discount to avoid charging high prices. ✓✓
- Charge fair/market related prices for goods and services. ✓✓
- Avoid unethical business practices to attract customer loyalty. ✓✓
- A business may lobby with other businesses in the area to convince government to improve infrastructure in the rural area. ✓✓
- Investigate cost-effective ways of transporting products./Hire a large truck to combine deliveries to shop owners in the same area. ✓✓

[Any other relative answer related to ways in which businesses could deal with pricing of goods in rural areas as an unethical business practice.]

**Max. (6)**

**[40]**



## QUESTION 4: MISCELLANEOUS TOPICS

### BUSINESS VENTURES

#### 4.1 Insurable risks

- Theft ✓
- Fidelity insurance ✓
- Burglary ✓
- Money in transit ✓
- Fire ✓
- Natural disaster/storms/wind/rain/hail ✓
- Damage to/loss of assets/vehicles/equipment/buildings/premises ✓
- Injuries on business premises ✓

**NOTE: Mark the first FOUR (4) only.**

**(4x1)(4)**

#### 4.2 Type of investment opportunities

**4.2.1** Average clause ✓✓

**(2)**

**4.2.2**  $\frac{\text{Amount insured}}{\text{Value of insured item}} \times \text{Amount of damages/loss}$

$$\frac{600\,000}{800\,000} \times 90\,000$$

R67 500

**NOTE: 1. Award FULL (4) marks for the correct answer.**

**2. Award only TWO marks if the calculation is correct but the answer is incorrect.**

**(2x2)(4)**

#### 4.3 Advantages of Government/RSA Retail Savings Bonds

- Guaranteed returns, ✓ as interest rate is fixed for the whole investment period. ✓
- Interest rates are market related ✓ and attract more investors. ✓
- Interest can be received ✓ twice a year. ✓
- Interest is usually higher ✓ than on fixed deposits. ✓
- Retail bonds are listed ✓ on the capital bond markets/on the JSE. ✓
- Low risk/safe investment, ✓ as it is invested with the South African government which cannot be liquidated. ✓
- No charges/costs/commissions payable ✓ on this type of investment. ✓
- Investment may be easily accessible, ✓ as cash may be withdrawn after the first twelve months. ✓



- It is an affordable type of investment ✓ for all levels of income earners including pensioners. ✓
- Retail bonds are easily/conveniently obtained ✓ electronically/from any post office/directly from National Treasury. ✓
- Investors younger than 18 years/minors may invest with the help of a legal guardian ✓ that encourages saving from a young age. ✓

[Any other relevant answer related to the advantages of the Government/RSA Retail Savings Bonds as a form of investment.]

**Max. (6)**

#### 4.4 Impact of democratic leadership style

##### Positives/Advantages

- The leader allows the employees to participate in the decision making process, so they feel empowered/positive. ✓✓
- Staff gives a variety of ideas/inputs/feedback/viewpoints that can lead to innovation/improved production methods/increased sales. ✓✓
- Clear/two-way communication ensures group commitment to final decision(s). ✓✓
- Authority is delegated that can motivate/inspire workers to be more productive. ✓✓
- Complex decisions can be made with inputs from specialists/skilled workers. ✓✓

[Any other relevant answer related to the positive impact/advantages of the democratic leadership style.]

##### AND/OR

##### Negatives/Disadvantages

- Incorrect decisions may be made if staff is inexperienced/not fully informed. ✓✓
- Decision-making may be time consuming because stakeholders have to be consulted. ✓✓
- Employees may feel discouraged if their opinions/inputs are not considered. ✓✓
- Leaders can rely too much on the input of the followers and fail to make a final decision. ✓✓
- Not effective in times of crisis/when quick decisions need to be made. ✓✓
- Some employees only pretend to participate in decision making and their feedback may not always be accurate. ✓✓

[Any other relevant answer related to the negative impact/disadvantages of the democratic leadership style.]

**Max. (4)**



## BUSINESS ROLES

### 4.5 Human rights for employees in the workplace

- Privacy ✓
- Dignity ✓
- Equity ✓
- Freedom of speech and expression ✓
- Information ✓
- Safety, security and protection of life ✓

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

**(2x1)(2)**

### 4.6 King Code principles for corporate governance

| KING CODE PRINCIPLES | MOTIVATIONS                                                                 |
|----------------------|-----------------------------------------------------------------------------|
| 1. Transparency ✓✓   | • The directors and employees know the employment policies of the company ✓ |
| 2. Accountability ✓✓ | • CS appointed Nobuhle Auditors to audit their financial statements. ✓      |
| <b>Submax. (4)</b>   | <b>Submax. (2)</b>                                                          |

**NOTE: Do not award marks for the motivation if the King Code principle for corporate governance is incorrectly identified.**

**Max. (6)**

### 4.7 Meaning of diversity in the workplace

- Diversity refers to the variety of people ✓ employed based on age/race/ gender/ethnic groups/disabilities/material wealth/ personalities/how employees see themselves and others. ✓
- Businesses employ people ✓ from different cultural backgrounds. ✓

[Any other relevant answer related to the meaning of diversity in the workplace.]

**Max. (4)**



#### 4.8 Creating an environment that promotes creative thinking

- Encourage alternative ways ✓ of working/doing things. ✓
- Encourage staff to come up with new ideas ✓ /opinions/solutions. ✓
- Respond enthusiastically to all ideas ✓ and never let anyone feel less important. ✓
- Place suggestion boxes around the workplace ✓ and keep communication channels open for new ideas. ✓
- Emphasise the importance of creative thinking ✓ to ensure that all staff know that management want to hear their ideas. ✓
- Make time for brainstorming sessions ✓ to generate new ideas, such as regular workshops/generate more ideas/build on one another's ideas. ✓
- Train staff in innovative techniques ✓ / creative problem-solving skills/mind-mapping/ lateral thinking. ✓
- Encourage job swaps ✓ within the organisation/studying how other businesses are doing things. ✓

[Any other relevant answer related to how a business can create an environment that promotes creative thinking in the workplace.]

**Max. (4)**

#### 4.9 Dealing with sexual harassment

- Provide a framework for corrective action. ✓✓
- Educate employees in sexual harassment matters. ✓✓
- Formulate a policy regarding sexual harassment. ✓✓
- Implement internal complaints and disciplinary procedures.
- Ensure compliance with the law/business code of conduct. ✓✓
- Ensure that all employees are familiar with the code of ethics of sexual abuse. ✓✓
- Create a good working environment where all employees' rights and dignity are respected. ✓✓
- Internal investigation should be done in order to determine the seriousness of the harassment. ✓✓
- Serious cases/matters on sexual harassment should be reported to the appropriate institutions such as the South African Police Services (SAPS). ✓✓

[Any other relevant answer related to ways in which businesses could deal with sexual harassment as a type of unprofessional business practice.]

**Max. (4)**

**[40]**

**TOTAL SECTION B: [80]**



## SECTION C

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

### QUESTION 5: BUSINESS VENTURES (PRESENTATIONS AND DATA RESPONSE)

#### 5.1 Introduction

- When designing a multimedia presentation, various elements such as audience engagement and clarity of content should be considered. ✓
- Hand-outs/PowerPoint serve as valuable tools that reinforce key points from a presentation and significantly impact how information is communicated. ✓
- Factors such as audience interaction must be carefully managed to ensure effective communication. ✓
- Responding to questions in a non-aggressive and professional manner involves acknowledging the questioner's point, while staying respectful. ✓

[Any other relevant introduction related to factors to be considered during a presentation/aspects that should be considered when designing a multimedia presentation/impact of hand-outs and PowerPoint/how to handle feedback in a non-aggressive and professional manner.]

(2x1)(2)

#### 5.2 Factors that must be considered during a presentation

- Establish credibility by introducing yourself as the presenter at the start. ✓✓
- Mention/show most important information first. ✓✓
- Make the purpose/main points of the presentation clear at the start of the presentation. ✓✓
- Use suitable section titles/headings/sub-headings/bullets. ✓✓
- Keep the presentation short and simple. ✓✓
- Do not ramble on at the start, to avoid losing the audience/their interest. ✓✓
- Maintain eye contact with the audience. ✓✓
- Be audible to all listeners/audience. ✓✓
- Pace yourself/do not rush or talk too slowly. ✓✓
- Avoid hiding behind equipment. ✓✓
- Speak with energy and enthusiasm. ✓✓
- Use appropriate gestures, e.g. use hands to emphasise points. ✓✓
- Stand in a good position/upright, where the audience can clearly see the presenter/presentation. ✓✓
- Manage time effectively to allow time for questions. ✓✓
- Capture listeners' attention./Involve the audience with a variety of methods, such as short video clips/sound effects/humour. ✓✓
- Make the presentation interesting with visual aids/anecdotes/examples./Use visual aids effectively. ✓✓

[Any other relevant answer related to factors that must be considered during a presentation.]

Max. (12)



### 5.3 Factors that must be considered when designing a multimedia presentation

- Start with the text ✓ that forms the basis of the presentation. ✓
- Select the background ✓ to complement/enhance the text. ✓
- Choose images ✓ that may help to communicate the message. ✓
- Include/create graphics to assist ✓ the information that is conveyed. ✓
- Add special effects/sound/pictures/animation ✓ to make it interesting for the audience. ✓
- Create hyperlinks ✓ to allow quick access to other files/documents/ video clips. ✓
- Use legible font and font size ✓ so that it is easy to see/read. ✓
- Keep slides/images/graphs/font simple ✓ by not mixing different styles/colours. ✓
- Make sure there are no language ✓ and spelling errors. ✓
- Use bright colours ✓ to increase visibility. ✓
- Structure information in a logical sequence ✓ so that the audience can easily follow the content of the presentation. ✓
- Limit the information on each slide ✓ by using key words and not full sentences. ✓

[Any other relevant answer related to aspects that must be considered when designing a multimedia presentation.]

**Max. (8)**

### 5.4 Impact of visual aids

#### 5.4.1 Hand-outs

##### **Positives/Advantages**

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

[Any other relevant answer related to the positive impact/advantages of hand-outs as a visual aid.]

**AND/OR**

**Negatives/Disadvantages**

- Handing out material at the start of the presentation ✓ may distract/ cause audience to lose attention. ✓
- As it only summarises key information, ✓ some details might be lost/ omitted. ✓
- Printed material is expensive ✓ and it is easy to lose hard copies. ✓
- Increases the risk of unauthorised duplication ✓ /use of confidential information. ✓
- Hand-outs cannot be combined with audio material, ✓ so they focus only on the visual aspects of support material. ✓

[Any other relevant answer related to the negative impact/disadvantages of handouts as a visual aid.]

**Submax. (6)**

**5.4.2 PowerPoint****Positives/Advantages**

- Graphic programmes have the capacity to convey ideas ✓ and support what the presenter says. ✓
- Easy to combine ✓ with sound/video clips. ✓
- Simple/less cluttered slides ✓ may capture the interest of the audience. ✓
- Video clips can provide variety ✓ and capture the attention of the audience. ✓
- Variation of colour/background/sound immediately captures the attention ✓ of the audience and retains their interest throughout the presentation. ✓
- Slides should only be used where they can ✓ enhance the facts or summarise information. ✓

[Any other relevant answer related to the positive impact/advantages of PowerPoint as a visual aid.]

**AND/OR**



### Negatives/Disadvantages

- Less effective for people ✓ with visual impairments. ✓
- Unable to show slides ✓ without electricity/data projector. ✓
- May lead to irritation/ ✓ may result in the audience losing interest. ✓
- Simply reading off the slides ✓ makes a presentation boring/meaningless. ✓
- Unprofessional handling of the data projector ✓ /PowerPoint presentation material. ✓

[Any other relevant answer related to the negative impact/disadvantages of PowerPoint as a visual aid.]

**Submax. (6)**

**Max. (12)**

### 5.5 How to respond to questions in a non-aggressive and professional manner after a presentation

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

[Any other relevant answer related to ways in which the presenter can handle feedback in a non-aggressive and professional manner.]

**Max. (10)**



## 5.6 Conclusion

- To deliver a successful presentation; attention should be given to the design of the multimedia presentation. ✓✓
- It is important know the impact of the visual aids when using different visual aids during a presentation. ✓✓
- If the advantages/disadvantages of visual aids are understood, the presenter will feel more comfortable during the presentation. ✓✓
- It is important to handle feedback in a professional manner with the audience to keep a professional image. ✓✓

[Any other relevant conclusion related to factors that must be considered during a presentation/aspects that must be considered when designing a multimedia presentation/impact of hand-outs and PowerPoint/how to handle feedback in a non-aggressive and professional manner.]

(1x2)(2)

| QUESTION 5: BREAKDOWN OF MARK ALLOCATION                        |         |         |
|-----------------------------------------------------------------|---------|---------|
| Details                                                         | Maximum | Total   |
| Introduction                                                    | 2       | MAX. 36 |
| Factors that must be considered during a presentation           | 12      |         |
| Aspects to considered when designing a multimedia presentation. | 8       |         |
| Impact of using the following visual aids:                      |         |         |
| • Hand-outs                                                     |         |         |
| • PowerPoint                                                    | 12      |         |
| Handling feedback in a non-aggressive and professional manner   | 10      |         |
| Conclusion                                                      | 2       |         |
| INSIGHT                                                         |         |         |
| Structure/Layout                                                |         | 2       |
| Analysis/Interpretation                                         |         | 2       |
| TOTAL MARKS                                                     |         | 40      |



## QUESTION 6: BUSINESS ROLES (TEAM PERFORMANCE AND CONFLICT MANAGEMENT)

### 6.1 Introduction

- Conflicts from various sources can affect both the individual and team dynamics. ✓
- Effectively managing conflict is crucial for maintaining productivity and employee satisfaction. ✓
- Successful team performance is dependent on key characteristics that contribute to achieving organisational goals. ✓
- A clear procedure for addressing grievances is essential for maintaining fairness and transparency in the workplace. ✓

[Any other relevant introduction related to the characteristics of successful team performance/causes of conflict in the workplace/ways to handle conflict in the workplace/correct procedure to deal with grievances in the workplace.]

**(1x2)(2)**

### 6.2 Characteristics of successful team performance

- Successful teams share a common goal as team members are part of the process of setting goals for the group. ✓✓
- There is a climate of respect/trust and honesty. ✓✓
- Share a set of team values and implement group decisions. ✓✓
- Successful teams have sound intra-team relations. ✓✓
- Teams value the contributions of individual members and reach consensus on differences. ✓✓
- Team members enjoy open communication and deal with items of conflict immediately. ✓✓
- Teams are accountable and members know the time frame for achieving their goals. ✓✓
- Teams pay attention to the needs of the individual team members. ✓✓
- Creates an environment where team members are given opportunities to develop so that team members grow and learn from the experience of working in a team. ✓✓
- Regular reviews of team processes and progress may detect/solve problems sooner. ✓✓
- Balances the necessary skills/knowledge/experience/expertise to achieve the objectives. ✓✓

[Any other relevant answer related to the characteristics of successful team performance.]

**Max. (12)**



### 6.3 Causes of conflict in the workplace

- Lack of proper communication ✓ between management and workers. ✓
- Ignoring rules/procedures ✓ may result in disagreements and conflict. ✓
- Management/workers may have different personalities ✓/ backgrounds. ✓
- Different values/levels of knowledge ✓/skills/experience of managers/workers. ✓
- Little/no co-operation ✓ between internal and/or external parties/stakeholders. ✓
- Lack of recognition for good work, ✓ e.g. a manager may not show appreciation for extra hours worked to meet deadlines. ✓
- Lack of employee development ✓ may increase frustration levels as workers may repeat errors due to a lack of knowledge/skills. ✓
- Unfair disciplinary procedures, ✓ e.g. favouritism/nepotism. ✓
- Little/no support from management ✓ with regard to supplying the necessary resources and providing guidelines. ✓
- Leadership styles used, ✓ e.g. autocratic managers may not consider worker inputs. ✓
- Unrealistic deadlines/heavy workloads ✓ lead to stress resulting in conflict. ✓
- Lack of agreement on mutual matters ✓, e.g. remuneration/working hours. ✓
- Unhealthy competition/inter-team rivalry ✓ may cause workers to lose focus on team targets. ✓
- Lack of commitment/distracted by personal objectives ✓ which may lead to an inability to meet pre-set targets. ✓
- Constant changes ✓ may cause instability. ✓
- Lack of clarity ✓ regarding employees' roles and responsibilities. ✓

[Any other relevant answer related to the possible causes of conflict in the workplace.]

**Max. (8)**

### 6.4 Handling conflict in the workplace

- Acknowledge that there is conflict ✓ in the workplace. ✓
- Identify the cause ✓ of the conflict. ✓
- Arrange pre-negotiations ✓ where workers/complainants will be allowed to state their case/views separately. ✓
- Arrange time and place ✓ for negotiations where all employees involved are present. ✓
- Arrange a meeting ✓ between conflicting employers/employees. ✓
- Make intentions for intervention clear ✓ so that parties involved may feel at ease. ✓
- Each party has the opportunity ✓ to express his/her own opinions/feelings. ✓
- Conflicting parties may recognise that their views are different ✓ during the meeting. ✓



- Analyse/evaluate the cause(s) of conflict ✓ by breaking it down into different parts. ✓
- Blame shifting should be avoided ✓ and a joint effort should be made. ✓
- Direct conflicting parties ✓ towards finding/focusing on solutions. ✓
- Devise/brainstorm possible ways ✓ of resolving the conflict. ✓
- Conflicting parties agree ✓ on criteria to evaluate the alternatives. ✓
- Select and implement ✓ the best solution. ✓
- Provide opportunities ✓ for parties to agree on the best solution. ✓
- Evaluate/follow up on the implementation ✓ of the solution(s). ✓
- Monitor progress ✓ to ensure that the conflict has been resolved. ✓
- Source experts on handling conflict ✓ from outside the business. ✓
- [Any other relevant answer related to ways in which businesses could handle conflict in the workplace.]

**Max. (12)**

### 6.5 Correct procedure to deal with grievances

- An aggrieved employee must verbally report the incident/grievance to his/her supervisor/manager, who needs to resolve the issue within 3 to 5 working days. ✓✓
- Should the employee and supervisor not be able to resolve the grievance, the employee may take it to the next level of management. ✓✓
- The employee may move to a more formal process where the grievance must be lodged in writing/completes a grievance form. ✓✓
- The employee must receive a written reply in response to the written grievance. ✓✓
- A grievance hearing/meeting must be held with all relevant parties present. ✓✓
- Minutes of the meeting must be recorded and any resolution passed must be recorded on the formal grievance form. ✓✓
- Should the employee not be satisfied, then he/she could refer the matter to the highest level of management. ✓✓
- Top management should arrange a meeting with all relevant parties concerned. ✓✓
- Minutes of this meeting should be filed/recorded and the outcome/decision must be recorded on the formal grievance form. ✓✓
- Should the employee still not be satisfied, he/she may refer the matter to the CCMA that will make a final decision on the matter. ✓✓
- The matter can be referred to Labour Court on appeal if the employee is not satisfied with the decision taken by the CCMA. ✓✓

[Any other relevant answer related to the correct procedure to deal with grievances in the workplace.]

**Max. (10)**



## 6.6 Conclusion

- Understanding/addressing causes of conflict can help prevent long-term issues/foster a more harmonious work environment. ✓✓
- Implementation of clear conflict resolution strategies can create a more collaborative and positive work culture. ✓✓
- Cultivating these traits within teams can lead to sustained success and enhanced overall productivity. ✓✓
- An effective grievance procedure ensures that issues are resolved promptly, promoting a respectful/productive work environment. ✓✓

[Any other relevant conclusion related to the characteristics of successful team performance/causes of conflict in the workplace/ways to handle conflict in the workplace/correct procedure to deal with grievances in the workplace.]

(1x2)(2)

| QUESTION 6: BREAKDOWN OF MARK ALLOCATION                        |         |         |
|-----------------------------------------------------------------|---------|---------|
| Details                                                         | Maximum | Total   |
| Introduction                                                    | 2       | MAX. 36 |
| Characteristics of successful team performance                  | 12      |         |
| Causes of conflict in the workplace                             | 8       |         |
| Ways in which businesses could handle conflict in the workplace | 12      |         |
| Correct procedure to deal with grievances in the workplace      | 10      |         |
| Conclusion                                                      | 2       |         |
| INSIGHT                                                         |         |         |
| Structure/Layout                                                |         | 2       |
| Analysis/Interpretation                                         |         | 2       |
| TOTAL MARKS                                                     |         | 40      |

**TOTAL SECTION C: [40]**

**GRAND TOTAL: [150]**