



**NATIONAL
SENIOR CERTIFICATE**

GRADE 12

SEPTEMBER 2023

**BUSINESS STUDIES P2
MARKING GUIDELINE**

MARKS: 150

This marking guideline consists of 33 pages.

NOTES TO MARKERS**PREAMBLE**

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

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

1. For marking and moderation purposes, the following colours are recommended:

Marker:	Red
School moderation:	Green
District moderation:	Orange
Provincial moderation:	Purple

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 credible source
- Original
- A different approach is used

NOTE: There is only ONE correct answer in SECTION A.

4. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)

5. The word 'Sub-max.' is used to facilitate the allocation of marks within a question or sub-question.

6. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts as well as for calculation and moderation purposes.

7. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in the marking guidelines. Only the total for each question should appear in the left-hand margin next to the appropriate question number.

8. In an indirect question, the theory as well as the response must be relevant and related to the question.

9. Correct numbering of answers to questions or sub questions is recommended in SECTIONS A and B. However, if the numbering is incorrect, follow the sequence of the candidate's responses. Candidates will be penalised if the latter is not clear.
10. No additional credit must be given for repetition of facts. Indicate with an 'R'.
11. The differentiation between 'evaluate' and 'critically evaluate' can be explained as follows:
- 11.1 When 'evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance, e.g. **Positive:** '*COIDA eliminates time and costs spent ✓ on lengthy civil court proceedings.*' ✓
- 11.2 When 'critically evaluate' is used, candidates are expected to respond in either a positive/negative manner or take a neutral (positive and negative) stance. In this instance candidates are also expected to support their responses with more depth, e.g. '*COIDA eliminates time and costs spent ✓ on lengthy civil court proceedings, ✓ because the employer will not be liable for compensation to the employee for injuries sustained during working hours as long as it can be proved that the business was not negligent.*' ✓
- NOTE:**
1. The above could apply to 'analyse' as well.
 2. Note the placing of the tick (✓) in the allocation of marks.
12. The allocation of marks must be informed by the nature of the question, cognitive verb used, mark allocation in the marking guideline and the context of each question.
- Cognitive verbs, such as:
- 12.1 Advise, name, state, outline, motivate, recommend, suggest, (*list not exhaustive*) do not usually require much depth in candidates' responses. Therefore, the mark allocation for each statement/answer appears at the end.
- 12.2 Define, describe, explain, discuss, elaborate, distinguish, differentiate, compare, tabulate, analyse, evaluate, critically evaluate (*list not exhaustive*) require a greater depth of understanding, application and reasoning. Therefore, the marks must be allocated more objectively to ensure that assessing is conducted according to established norms so that uniformity, consistency and fairness are achieved.
13. Mark only the FIRST answer where candidates offer more than one answer for SECTION B and C questions that require one answer.

14. SECTION B

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

- NOTE:**
1. This applies only to questions where the number of facts is specified.
 2. The above also applies to responses in SECTION C (where applicable)

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 to finalise alternative answers.

14.4 Use of the cognitive verbs and allocation of marks:

14.4.1 If the number of facts are specified, questions that require candidates to 'describe/discuss/explain' may be marked as follows:

- Fact 2 marks (or as indicated in the marking guidelines)
- Explanation 1 mark (two marks will be allocated in SECTION C)

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 SECTIONS B and C in particular (where applicable).**

15. SECTION C

15.1 The breakdown of the mark allocation for the essays is as follows:

Introduction	Maximum: 32
Content	
Conclusion	
Insight	8
TOTAL	40

15.2 Insight consists of the following components:

Layout/Structure	Is there an introduction, a body, and a conclusion?	2
Analysis and interpretation	Is the candidate able to break down the question into headings/ subheadings/interpret it correctly to show understanding of what is being asked? Marks to be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks): 1 (One 'A')	2
Synthesis	Are there relevant decisions/facts/responses made based on the questions? Marks to be allocated using this guide: Option 1: Only relevant facts: 2 marks (No '-S') Where a candidate answers 50% or more (two to four sub-questions) of the question with only relevant facts; no '-S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis. Option 2: Some relevant facts: 1 mark (One '-S') Where a candidate answers less than 50% (only one sub-question) of the question with only OR some relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 3: Some relevant facts: 1 mark (One '-S') Where a candidate writes FOUR questions, but one sub-question of the question with no relevant facts; one '-S' appears in the left margin. Award a maximum of ONE (1) mark for synthesis. Option 4: No relevant facts: 0 marks (Two '-S') Where a candidate answers less than 50% (only one sub-question) of the question with no relevant facts; two '-S' appear in the left margin. Award a ZERO mark for synthesis.	2
Originality	Is there evidence of one or two examples, not older than two (2) years that are based on recent information, current trends and developments?	2
TOTAL FOR INSIGHT:		8
TOTAL MARKS FOR FACTS:		32
TOTAL MARKS FOR ESSAY (8 + 32):		40

- 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 awarded for layout, if the headings **INTRODUCTION** and **CONCLUSION** are not supported by an explanation.

- 15.3 Indicate insight in the left-hand margin with a symbol e.g. ('L, A, -S and/or O').
- 15.4 The breakdown of marks is indicated at the end of the suggested answer/ marking guideline to each question.
- 15.5 Mark all relevant facts until the SUB MAX/MAX mark in a subsection has been attained. Write SUB MAX/MAX after maximum marks have been obtained but continue reading for originality "O".
- 15.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows: (L – Layout, A – Analysis, S – Synthesis, O – Originality) as in the table below.

CONTENT	MARKS
Facts	32 (max.)
L	2
A	2
S	2
O	2
TOTAL	40

- 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 marking guidelines, will not necessarily apply to each question. This would also depend on the nature of the question.

SECTION A

QUESTION 1

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

(5 x 2) (10)

1.2 1.2.1 reinstatement ✓✓
1.2.2 tables ✓✓
1.2.3 language ✓✓
1.2.4 tax evasion ✓✓
1.2.5 aggressive ✓✓

(5 x 2) (10)

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

(5 x 2) (10)

TOTAL SECTION A: 30

BREAKDOWN OF MARKS

QUESTION 1	MARKS
1.1	10
1.2	10
1.3	10
TOTAL	30

SECTION B

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

QUESTION 2: BUSINESS VENTURES**2.1 Examples of short-term insurance**

- Property insurance ✓
- Money in transit ✓
- Theft ✓
- Burglary ✓
- Fire ✓
- Any other relevant answer related to the examples of short-term insurance.

NOTE: Mark the first THREE (3) only.

(3 x 1) (3)

2.2 Aspects that should be considered when designing a multimedia presentation

- Start with the text which forms the basis of the presentation. ✓✓
- Select the relevant background to complement/enhance the text. ✓✓
- Choose images that may help to communicate the message. ✓✓
- Include/Create graphics to assist the information which 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 should be considered when designing a multimedia presentation.

Max. (4)

2.3 Calculation of compound interest

Option 1

FORMULA: $P \times (1 + r)^n$ ✓

$R15\ 000 \times (1 + 8/100)^2$ ✓

$R15\ 000 \times (1,08)^2 = R17\ 496$ ✓

Total interest = $R17\ 496 - R15\ 000$ ✓
 = $R2\ 496$ ✓✓✓✓

OR

Option 2

Year 1: $R15\ 000 \times 8\% = R1\ 200$ ✓

Year 2: $R16\ 200 \times 8\% = R1\ 296$ ✓

Total interest = $R2\ 496$ ✓✓✓✓

- NOTE:**
1. Award full marks (4) if the answer is correct and no workings are shown.
 2. If formula and workings were shown correctly, but the final answer is wrong, award a maximum of THREE (3) marks.
 3. If the workings and the answer are incorrect, award a maximum of ONE mark for the correct formula.

Max. (4)

2.4 Importance of insurance for businesses

- Transfers the risk from the business/insured ✓ to an insurance company/insurer. ✓
- Transfer of risk is subject to the terms and conditions ✓ of the insurance contract. ✓
- Protects businesses against theft/loss of stock and/or damages ✓ caused by natural disasters such as floods, storm damage. ✓
- Businesses will be compensated for insurable losses, ✓ such as the destruction of property through fire. ✓
- Business' assets such as vehicles/equipment/buildings need to be insured ✓ against damage and/or theft. ✓
- Businesses are protected against the loss of earnings, ✓ such as strikes by employees which may result in losses worth millions. ✓
- Protects businesses ✓ against dishonest employees. ✓
- Life insurance can be taken on the life of partners in a partnership ✓ to prevent unexpected loss of capital. ✓
- Should the services of key personnel be lost due to accidents/death, ✓ the proceeds of an insurance policy can be paid out to the business/beneficiaries. ✓
- Replacement costs for damaged machinery/equipment are very high, ✓ therefore insurance can reduce/cover such costs. ✓
- Protects businesses from claims made by members of the public ✓ for damages that businesses are responsible for. ✓
- Protects businesses against losses ✓ due to death of a debtor. ✓
- Any other relevant answer related to the importance of insurance for businesses.

Max. (6)

2.5 Presentation

2.5.1 Visual aid from the scenario

Hand-outs ✓✓

(2)

Motivation

She distributed hard copies of the sales figures to them before the start of her presentation. ✓

NOTE: Do not award marks for motivation if the visual aid was incorrectly identified.

(1)

Max. (3)

2.5.2 Positive impact of handouts as a visual aid

- Meaningful handouts 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 handouts ✓ with recent information/developments. ✓
- Notes may be compared with electronic slides ✓ to validate the accuracy of the information. ✓
- Extra information, e.g. 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 of handouts as a visual aid.

NOTE: Accept relevant facts if the visual aid was incorrectly identified as an answer in QUESTION 2.5.1.

Max. (4)

2.6 Difference between *management* and *leadership*

MANAGEMENT	LEADERSHIP
- Guides human behaviour.	- Influences human behaviour.
- Communicates through management functions, such as line function.	- Communicates by means of interaction/behaviour/vision/values/charisma.
- Administers plans/programs/ tasks to reach targets.	- Innovates/Encourage new ideas to increase productivity.
- Controls systems and procedures to get the job done.	- Inspires staff to trust and support each another.
- Focuses on how and when.	- Focuses on what and why.
- Focuses on the bottom line short/medium term.	- Focuses on the horizon long term.
- A person becomes a manager because of the position in which he/she is appointed.	- Leaders are born with natural/ instinctive leadership skills.
- Manages the process of getting things done by exercising responsibility.	- Guides/Leads people to become active participants.
- Managers have power because of the position of authority into which they are appointed.	- Leaders have power/ influence because of his/her knowledge/skills/intelligence.
- Enforce rules on subordinates. / Ensure that tasks are completed.	- Always trying to find more efficient ways of completing tasks.
- Instructional in their approach.	- Motivational/Inspirational in their approach
- Task orientated.	- People orientated.
- Manage by planning / organising/ leading/control.	- Lead by example /trust/respect.
- Does things right.	- Does the right things.
- Any other relevant answer related to management.	- Any other relevant answer related to leadership.
Sub-max (2)	Sub-max (2)

- NOTE:**
1. The answer does not have to be in tabular format.
 2. The differences do not have to link, but must be clear.
 3. Award a maximum of TWO (2) marks if the difference is not clear/Mark either management or leadership only.

Max. (4)

2.7 Criteria contributing to the success and/or failure of a public company

2.7.1

	SUCCESS FACTORS	AND/OR	FAILURE FACTORS
Management	- Managed by at least three competent/ ✓ highly skilled directors. ✓		- Directors may not have a direct interest in the company, ✓ which can hamper growth and profit maximisation. ✓
	- The management of the company can improve ✓ since directors are accountable to shareholders. ✓		- Directors may not be motivated to work very hard ✓ because shareholders decide on the directors' remuneration. ✓
	- Directors bring creative ideas ✓ which encourage innovation/high productivity/ efficient in the company. ✓		- Large management structure ✓ can result in decision making taking time. ✓
	- Shareholders can vote ✓ for/ appoint the most capable directors to manage their company. ✓		- Some shareholders may not exercise their voting rights ✓ resulting in choosing the wrong person as a director. ✓
			- Management may be open to legal challenges ✓ if their reports do not comply with King Code III. ✓
			- Directors' fees increase the company's expenses ✓ which reduces net profit. ✓
	- Any other relevant answer related to how management as a criteria could contribute to the success of a public company.		- Any other relevant answer related to how management as a criteria could contribute to the failure of a public company.
	Sub-max. (2)		Sub-max. (2)

Max. (4)

2.7.2

	SUCCESS FACTORS	AND/OR	FAILURE FACTORS
Legislation	- Procedures to form a public company have been simplified ✓ by the new Companies Act 71 of 2008. ✓	-	Formation procedures are time consuming/complicated/expensive, ✓ as many legal documents need to be prepared/submitted. ✓
	- Limited liability allows for greater risk-taking, ✓ which may lead to growth of the business. ✓	-	High formation/ establishment expenses ✓ require large start-up capital. ✓
	- Auditing of financial statements gives shareholders the assurance ✓ that the business is being properly managed ✓ and supports raising additional finance. ✓	-	Annual audit of financial statements ✓ is costly. ✓
	- The company and its owners/ (shareholders) are separate entities, ✓ which may encourage more people to join the company ✓	-	If a public company does not comply with legislation, ✓ its licence maybe withdrawn by the Companies and Intellectual Property Commission (CIPC). ✓
		-	Publishing of financial statements may discourage ✓ investors to invest in underperforming companies. ✓
	- A public company can benefit from government programmes ✓ if they comply with the relevant legislation. ✓	-	Directors' fees increase the company's expenses ✓ which reduces the cash flow/net profit. ✓
	- Companies which comply with legislation ✓ build a positive image/may attract investors. ✓		
	- Continuity of existence ✓ due to the legal personality of the company. ✓		
	- Any other relevant answer related how legislation as a criterion could contribute to the success of a public company.	-	Any other relevant answer related to how legislation as a criterion could contribute to the failure of a public company.
	Sub-max. (2)		Sub-max. (2)

NOTE: 1. The answer does not have to be in tabular format.
2. Mark either success AND/OR failure of EACH factor.

Max. (4)

2.8 Situations in which the laissez-faire/free reign leadership style can be applied

This leadership style can be applied when:

- Subordinates are experts and know what they want/can take responsibility for their actions. √√
- The leader is very busy, and delegation of tasks will increase productivity. √√
- Team members need to improve/develop leadership skills. √√
- Employees are highly experienced and know more about the task than the leader. √√
- Any other relevant answer related to situations in which the laissez-faire/free reign leadership style can be applied in the workplace

Max. (4)
[40]

BREAKDOWN OF MARKS

QUESTION 2	MARKS
2.1	3
2.2	4
2.3	4
2.4	6
2.5.1	3
2.5.2	4
2.6	4
2.7	8
2.8	4
TOTAL	40

QUESTION 3: BUSINESS ROLES**3.1 Human rights 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.

(2 x 1) (2)

3.2 Benefits of diversity in the workplace

- Diversity in the workforce improves morale/motivation. ✓✓
- Businesses with a diverse workforce are more likely to have a good public image and attract more customers. ✓✓
- A diversified workforce can give businesses a competitive advantage, as they can render better services. ✓✓
- Workforce diversity improves the ability of a business to solve problems/innovate/cultivate diverse markets. ✓✓
- A diversified workforce stimulates debate on new/improved ways of getting things done. ✓✓
- Employees demonstrate greater loyalty to the business because they feel respected/accepted/understood. ✓✓
- Employees value each other's diversity and learn to connect/communicate across lines of differences. ✓✓
- Employees from different backgrounds can bring different perspectives to the business. ✓✓
- Employees represent various groups and are therefore better able to recognise customer needs/satisfy consumers. ✓✓
- Being respectful of differences/demonstrating diversity makes good business sense/improves profitability. ✓✓
- Diverse businesses ensure that its policies/practices empower every employee to perform at his/her full potential. ✓✓
- Stakeholders increasingly evaluate businesses on how they manage diversity in the workplace. ✓✓
- Any other relevant answer related to the benefits of diversity in the workplace.

Max. (6)

3.3 Responsibilities of employees in promoting health and safety in the workplace

3.3.1 Responsibilities of the employees in promoting human health and safety in the workplace from the scenario

- The employees of ZB take care of their own health and safety when manufacturing bricks. ✓
- They report all accidents, that have occurred, to the management by the end of the day. ✓

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

2. Only award marks for the responses that are quoted from the scenario.

(2 x 1) (2)

3.3.2 Other responsibilities of the employees in promoting human health and safety in the workplace

- Use prescribed safety equipment. ✓✓
- Report unsafe/unhealthy working conditions to the relevant authorities/ management. ✓✓
- Inform the employer of any illness that may affect the ability to work. ✓✓
- Co-operate and comply with the rules and procedures, e.g. wear prescribed safety clothing. ✓✓
- Any other relevant answer related to other responsibilities of ZB employees in promoting human health and safety in the workplace.

NOTE: Do not award marks for responses quoted in QUESTION 3.3.1.

Max. (4)

3.4 Challenges posed by abuse of working time

- It may result in many employees ✓ often abusing working time. ✓
- Abuse of working time could result in losing customers ✓ or not meeting the deadlines/conflict amongst workers. ✓
- Wasting time costs the business money ✓ and affects productivity. ✓
- Abuse of work time results in a decline in profits ✓ which could damage the financial wealth of the business. ✓
- Effective customer services may not be rendered ✓ resulting in the negative image of the business. ✓
- Any other relevant answer related to how abuse of working time as a type of unprofessional business practice poses challenges to businesses.

Max. (6)

3.5 Advantages of creative thinking in the workplace

- Better/Unique/Unconventional ideas/solutions ✓ are generated. ✓
- May give the business a competitive advantage ✓ if unusual/unique solutions/ ideas/strategies are implemented. ✓
- Complex business problems ✓ may be solved. ✓
- Productivity increases ✓ as management/employees may quickly generate multiple ideas which utilises 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 towards problem solving. ✓
- Improves motivation ✓ amongst staff members. ✓
- Managers/Employees have a feeling of great accomplishment ✓ and they will not resist/obstruct the process once they solved a problem/contributed towards the success of the business. ✓
- Management/employees may keep up ✓ with fast changing technology. ✓
- Stimulates initiative from employees/managers, ✓ as they are continuously pushed out of their comfort zone. ✓
- Creativity may lead to new inventions ✓ which improves the general standard of living. ✓
- Any other relevant answer related to the advantages of creative thinking in the workplace.

Max. (4)

3.6 Problem-solving

3.6.1 Problem-solving techniques from the scenario

PROBLEM-SOLVING TECHNIQUES	MOTIVATIONS
1. Force-field analysis ✓✓	They considered all the pros and cons for changing to the new system. ✓
2. Delphi technique ✓✓	BT also requested a panel of experts to do research on the challenges of this system. ✓
Sub-max. (4)	Sub-max. (2)

- NOTE:**
1. The answer does not to be in tabular format.
 2. Award marks the problem-solving techniques even if the quotes were incomplete.
 3. Do not award marks for motivations if the problem-solving techniques were incorrectly identified.

Max. (6)

3.7 Correct procedure to deal with grievances in the workplace

- An aggrieved employee must verbally report the incident/grievance ✓ to his/her supervisor/manager. ✓
- Supervisor/manager needs to resolve the issue ✓ within three to five (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 ✓ who will make a final decision on the matter. ✓
- The matter can be referred to the 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.

NOTE: The procedure may be in any order.

Max. (6)

3.8 Ways in which professional, responsible, ethical and effective business practice should be conducted

- Mission statement should include the values of equality/respect. ✓✓
- Businesses should develop equity programmes/promotes strategies to ensure that all employees are treated equally regardless of status/rank/power. ✓✓
- Treat workers with respect/dignity by recognising work well done/the value of human capital. ✓✓
- Plan properly and put preventative measures in place. ✓✓
- Pay fair wages/salaries which are in line with the minimum requirements of the BCEA/Remunerate employees for working overtime/during public holidays. ✓✓
- Engage in environmental awareness programmes/Refrain from polluting the environment such as legally disposing of toxic waste. ✓✓
- Refrain from starting a venture using other businesses' ideas that are protected by law. ✓✓
- Business decisions and actions must be clear/transparent to all stakeholders. ✓✓
- Businesses should be accountable /responsible for their decisions and actions/patent rights. ✓✓
- Hire honest/trustworthy accountants/financial officers with good credentials. ✓✓

- Regular/Timeous payment of taxes. √√
- All workers should have access to equal opportunities/ positions/ resources. √√
- Ensure that employees work in a work environment that is conducive to safety/ fairness/free of embarrassment. √√
- Employers and employees need to comply with legislation with regard to equal opportunities/human rights in the workplace. √√
- Training/ Information/Business policies should include issues such as diversity/discrimination/harassment. √√
- Employers should respond swiftly and fairly to reported incidents of discrimination in the workplace. √√
- Orders/Tasks should be given respectfully and allow the recipient/employee to have a say in the way that task should be performed. √√
- Draw up a code of ethics/conduct. √√
- On-going development and training for all employees. √√
- Performance management systems/Appraisals should be in place. √√
- Adequate internal controls/monitoring/evaluation. √√
- Any other relevant answer related to ways in which professional, responsible, ethical and effective business practice should be conducted.

Max. (4)

BREAKDOWN OF MARKS

QUESTION 3	MARKS
3.1	2
3.2	6
3.3.1	2
3.3.2	4
3.4	6
3.5.	4
3.6.1	6
3.7	6
3.8	4
TOTAL	40

QUESTION 4: MISCELLANEOUS TOPICS**BUSINESS VENTURES****4.1 Leadership theories**

- Situational leadership ✓
- Transitional/Transformational leadership ✓
- Leaders and followers ✓

NOTE: Mark the first TWO (2) only.

(2 x 1) (2)

4.2 Principles of insurance**4.2.1 Principles of insurance from the scenario**

PRINCIPLES OF INSURANCE	MOTIVATIONS
1. Utmost good faith ✓✓	KT was honest when entering into the contract by disclosing all relevant facts. ✓
2. Security ✓✓	Kamesh also insured himself in the event of loss of life. ✓
Sub-max. (4)	Sub-max. (2)

- NOTE:**
1. The answer does not to be in tabular format.
 2. Award marks the principles of insurance even if the quotes were incomplete.
 3. Do not award marks for motivations if the principles of insurance were incorrectly identified.

Max. (6)

4.3 Factors to be considered when preparing for a presentation

- Presenter should establish a clear purpose/intentions/objectives ✓ and main points of the presentation. ✓
- Main aims ✓ captured in the introduction/opening statement of the presentation. ✓
- Information presented ✓ should be relevant and accurate. ✓
- Fully conversant ✓ with the content/objectives of the presentation. ✓
- Background/diversity/size/pre-knowledge of the audience ✓ to determine the appropriate visual aids. ✓
- Prepare a rough draft of the presentation ✓ with a logical structure/ format with an introduction, body and conclusion. ✓
- The conclusion must summarise the key facts ✓ and how it relates to the objectives/shows that all aspects have been addressed. ✓
- Create visual aids ✓ that will consolidate the information/facts to be conveyed to the audience. ✓
- Find out about the venue for the presentation, ✓ e.g. what equipment is available/appropriate/availability of generators as backup to load shedding. ✓
- Consider the timeframe ✓ for the presentation, e.g. fifteen minutes allowed. ✓

- Presenter should rehearse ✓ to ensure a confident presentation/ effective use of time management. ✓
- Prepare for the feedback session, ✓ by anticipating possible questions/ comments. ✓
- Any other relevant answer related to the factors that must be considered when preparing for a presentation.

Max. (6)**4.4 Impact of fixed deposits as a form of investment****Positives/Advantages**

- Interest is earned at a fixed rate ✓ regardless of changes in the economic climate. ✓
- The period of investment ✓ can be over a short/medium/long term. ✓
- Investors can choose the investment period ✓ that suits them. ✓
- The principal amount plus interest earned ✓ is paid out on the maturity date. ✓
- Ensures financial discipline as investors cannot withdraw their funds ✓ before the maturity date. ✓
- Investors earn a better return on investment ✓ than on an ordinary savings account. ✓
- It has a low risk/safe investment ✓ as investors are guaranteed of the final payment. ✓
- The higher the principal amount/the longer the investment period, ✓ the higher the interest rate offered by a financial institution. ✓
- Any other relevant answer related to the positive impact/advantages of fixed deposits as a form of investment.

AND/OR**Negatives/Disadvantages**

- The investor cannot withdraw their funds ✓ before the maturity date. ✓
- The investor can be penalised ✓ for any early withdrawals. ✓
- Low returns ✓ compared to other investments. ✓
- May not outperform the effect of inflation ✓ over the long-term. ✓
- Any other relevant answer related to the negative impact/ disadvantages of fixed deposits as a form of investment.

Max. (6)**BUSINESS ROLES****4.5 King Code principles for good corporate governance**

- Transparency ✓
- Accountability ✓
- Responsibility ✓

NOTE: Mark the first TWO (2) only.**(2 x 1) (2)****4.6 Social responsibility and CSR****4.6.1 Examples of CSI projects from the scenario**

- MM provides adult basic education. ✓
- They also invest in job creation projects in their community. ✓

NOTE: 1. **Mark the first TWO (2) only.**
 2. **Only award marks for the responses that are quoted from the scenario.**

(2 x 1) (2)

4.6.2 Relationship between social responsibility and triple bottom line

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 the relationship between social responsibility and profit/economic as a triple bottom line element.

Sub-max. (2)

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 the relationship between social responsibility and people/social as a triple bottom line element.

Sub-max. (2)

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/Re-use waste such as packaging from recycled material. ✓
- Any other relevant answer related to the relationship between social responsibility and planet/environment as a triple bottom line element.

Sub-max. (2)

Max. (6)

4.7 Dealing with poverty as a diversity issue

- Businesses should employ people ✓ from different socio-economic backgrounds/status. ✓
- Give previously disadvantaged individuals a chance to be educated ✓ by incorporating Adult Basic Education and Training (ABET) into training programmes of the business. ✓
- Train all employees ✓ so that they can be able to deal with retrenchment. ✓
- Reward employees ✓ for services well-rendered. ✓
- Ensure that the prices of products are affordable ✓ for the identified consumer market. ✓
- Sponsor learnerships for unemployed people ✓/use grants received from SETAs to train more unemployed people from local communities. ✓

Max. (6)

- Train some unemployed people from local communities ✓ as part of a business's CSI projects. ✓
- Offer subsidised meals ✓ /canteen facilities on the premises. ✓
- Supply free uniforms to employees ✓ for safety purposes. ✓
- Any other relevant answer related to how businesses could deal with poverty as a diversity issue in the workplace.

4.8 Ways in which businesses can create an environment that promotes creative thinking

- Emphasise the importance of creative thinking to ensure that all staff know that management wants to hear their ideas. ✓✓
- Make time for brainstorming sessions to generate new ideas, e.g. regular workshops generate more ideas/build on one another's ideas. ✓✓
- Place suggestion boxes around the workplace and keep communication channels open for new ideas. ✓✓
- Train staff in innovative techniques/creative problem-solving skills/mind-mapping/ lateral thinking. ✓✓
- Encourage job swops within the organisation/Study how other businesses are doing things. ✓✓
- Encourage alternative ways of working/doing things. ✓✓
- Respond enthusiastically to all ideas and never let anyone feel less important. ✓✓
- Any other relevant answer related to ways in which businesses can create an environment that promotes creative thinking in the workplace.

**Max. (4)
[40]**

BREAKDOWN OF MARKS

QUESTION 4	MARKS
4.1	2
4.2.1	6
4.3	6
4.4.	6
4.5	2
4.6.1	2
4.6.2	6
4.7	6
4.8	4
TOTAL	40

TOTAL SECTION B: 80

SECTION C

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

QUESTION 5: BUSINESS VENTURES (INVESTMENT: SECURITIES)**5.1 Introduction**

- Various types of shares offer different types of dividends and risks associated with them. ✓
- Investors have a range of investment opportunities to choose from. ✓
- Unit trusts consist of a number of different shares in different companies and are pooled together in unit trust fund securities and managed by a fund manager. ✓
- The JSE is a formal market that regulates the activities of the financial markets in an orderly manner. ✓
- Any other relevant introduction related to the differences between ordinary shares and preference shares/factors that should be considered when making investment decisions/impact of unit trusts as a form of investment/functions of the Johannesburg Security Exchange.

(Any 2 x 1) (2)

5.2 Differences between ordinary and preference shares

ORDINARY SHARES	PREFERENCE SHARES
- Ordinary shares only receive dividends when profit is made. ✓✓	- Some of these types of shares receive dividends regardless of profit made. ✓✓
- Normally the higher the profit, the higher the dividend. ✓✓	- A fixed rate of return is paid on this type of shares. ✓✓
- Shareholders are the last to be paid, if the company is declared bankrupt/ liquidated. ✓✓	- Shareholders have a preferred claim on company assets in the event of bankruptcy/ liquidation. ✓✓
- Ordinary shares are standard shares with no special rights or restriction. ✓✓	- These shares enjoy preferential rights to dividends/repayment over ordinary shares. ✓✓
- Dividends vary from year to year according to profits made as determined by the company. ✓✓	- Dividends are payable according to the type of preference share. ✓✓ - Non-cumulative preference shareholders will not receive any outstanding dividends from previous years. ✓✓ - Cumulative shareholders will receive outstanding dividends from previous years. ✓✓
- Shareholders have a right to vote at the annual general meeting. ✓✓	- Voting rights are restricted to particular circumstances/ resolutions. ✓✓
- Any other relevant answer related to ordinary shares.	- Any other relevant answer related to preference shares.
Sub-max. (4)	Sub-max. (4)

- NOTE:**
1. The answer does not have to be in tabular format.
 2. The differences do not have to link, but must be clear.
 3. Award a maximum of **FOUR (4)** marks if the differences are not clear/Mark either ordinary or preference shares only.

Max. (8)

5.3 Factors that should be considered when making investment decisions

5.3.1 Return on Investment (ROI) ✓✓

- Refers to income from the investment, ✓ namely interest/dividends/ increased capital growth on the original amount invested. ✓
- Generally, there will be a direct link ✓ between risk and return. ✓
- The return should be expressed ✓ as net after-tax gains on the investment. ✓
- Returns can be in the form of capital gains ✓ where the asset appreciates in value over time. ✓
- The net after-tax return should be higher ✓ than the inflation rate. ✓
- Any other relevant answer related to ROI as a factor to be considered when making investment decisions.

Factor (2)
Explanation (2)
Sub-max. (4)

5.3.2 Risk ✓✓

- The risk linked to investment opportunities ✓ and refers to the doubt/ uncertainty regarding gains/losses that the investor could make. ✓
- Different investment opportunities have different risks ✓ linked to them. ✓
- Shares with higher risks ✓ have a greater potential for higher returns. ✓
- Investment in ordinary shares have the highest risk ✓ as the investor may lose the full/part of the investment when the company is dissolved /bankrupt/liquidated. ✓
- Investment in preference shareholders' risk is lower, as they have preferential claims on the assets of the liquidated company.
- Any other relevant answer related to risk as a factor to be considered when making investment decisions.

Factor (2)
Explanation (2)
Sub-max. (4)

5.3.3 Investment term/period ✓✓

- This refers to the duration of the investment ✓ which may influence the return on investment. ✓
- It can be short, medium ✓ and/or long term. ✓
- The investment period will depend ✓ on an investor's personal needs. ✓
- Any other relevant answer related to the investment term/period as a factor to be considered when making investment decisions.

Factor (2)
Explanation (2)
Sub-max. (4)

5.3.4 **Inflation rate** √√

- Refers to the general increase in the general price of goods √ and services over time. √
- Higher the inflation rate, √ the lower the purchasing power of money. √
- Investors seek investments which the return of investment is higher √ than the inflation rate. √
- Value of properties increases as inflation increases √ which provide investors with higher rate of return. √
- Any other relevant answer related to inflation rate as a factor to be considered when making investment decisions.

Factor (2)
Explanation (2)
Sub-max. (4)

5.3.5 **Taxation** √√

- A good investment will be determined by percentage of return √ after payment of tax due to SARS. √
- A good investment will yield √ good after-tax returns. √
- Different tax rates √ are applicable for each form of investment. √
- Any other relevant answer related to taxation as a factor to be considered when making investment decisions.

Factor (2)
Explanation (2)
Sub-max. (4)

5.3.6 **Liquidity** √√

- An amount could be invested in a type of investment √ that can easily be converted to cash. √
- It is used to describe the ease and speed √ with which investors can convert an investment into cash. √
- Example: an investment in a savings account will be easier to convert into cash √ than an investment in a fixed deposit which is usually deposited for a fixed period of time. √
- Any other relevant answer related to liquidity as a factor to be considered when making investment decisions.

Factor (2)
Explanation (2)
Sub-max. (4)

NOTE: Mark the first THREE (3) only.

Max. (12)

5.4 Impact of unit trusts as a form of investment

Positives/Advantages

- Managed by a fund manager ✓ who buys shares on the stock exchange/JSE. ✓
- Easy to cash in ✓ when an investor needs money. ✓
- A small amount ✓ can be invested per month. ✓
- Generally, beats inflation ✓ on the medium/long term. ✓
- Safe investment, ✓ as it is managed according to rules and regulations. ✓
- The investor has a variety to choose from/a wider range of shares ✓ from lower to higher degrees of risk. ✓
- Easy to invest in, ✓ as investors simply complete a few relevant forms or invest online. ✓
- Fluctuations in unit trust rates of return are often not so severe ✓ because of diversity of the investment fund. ✓
- Offer competitive returns ✓ in the form of capital growth and dividend distribution. ✓
- Fund managers are knowledgeable/experts/reliable/trustworthy ✓ as they are required to be accredited to sell unit trusts. ✓
- Lowers the potential risk ✓ allows more people to invest in the fund. ✓
- Any other relevant answer related to the positive impact/advantages of unit trusts as a form of investment.

AND/OR

Negatives/Disadvantages

- Share price ✓ may fluctuate. ✓
- Unit trusts are not suitable for people who want to invest ✓ for a short period. ✓
- It is not a good option for people who want to avoid risks ✓ at all costs. ✓
- Units Trusts are not allowed to borrow, ✓ therefore reducing potential returns. ✓
- If blue chip companies do not continue on their growth path, ✓ the growth of unit trusts will also be affected/it will not render the expected returns. ✓
- Bid prices that are usually higher than the ask price, ✓ makes the investment less liquid. ✓
- Any other relevant answer related to the negative impact/ disadvantages of unit trusts as a form of investment.

Max. (14)

5.5 Functions of the Johannesburg Securities Exchange/JSE

- Gives opportunities to financial institutions such as insurance companies investing their surplus funds in shares. ✓✓
- Serves as a barometer/indicator of economic conditions in South Africa. ✓✓
- Keeps investors informed by publishing share prices daily. ✓✓
- Acts as a link between investors and public companies. ✓✓
- Shares are valued and assessed by experts. ✓✓
- Small investors are invited to take part in the economy of the country through the buying/selling of shares. ✓✓
- Venture capital market is made possible on the open market. ✓✓
- Strict investment rules ensure a disciplined/orderly market for securities. ✓✓
- Raises primary capital by encouraging new investments in listed companies. ✓✓

- Mobilises the funds of insurance companies and other institutions. √√
- Regulates the market for trading in shares. √√
- Plans, researches and advises on investment possibilities. √√
- Ensures that the market operates in a transparent manner. √√
- Provides protection for investors through strict rules/legislation. √√
- Encourages short-term investment as shares can be sold at any time. √√
- Facilitates electronic trading of shares/STRATE. √√/Channels financial resources and facilitates trading. √√
- Enhance job creation and increases economic growth/development. √√
- Any other relevant answer related to the functions of the Johannesburg Securities Exchange/JSE.

Max. (12)

5.6 Conclusion

- A better understanding of different types of shares may enable investors to choose the best type of investment. √√
- After considering the various investment factors, investors can make a calculated decision. √√
- Investing in unit trust enables small and large investors to invest in this form of investment option due to the flexibility on accessibility of investment. √√
- Ordinary South African citizens have an opportunity to participate in the economy of the country by investing through the JSE. √√
- Any other relevant conclusion related to the differences between ordinary shares and preference shares/factors that should be considered when making investment decisions/impact of unit trusts as a form of investment/functions of the Johannesburg Security Exchange.

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

QUESTION 5: BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max. 32
Difference between ordinary and preference shares	8	
Factors that should be considered when making investment decisions	12	
Impact of unit trusts as a form of investment	14	
Functions of the Johannesburg Security Exchange/JSE	12	
Conclusion	2	
INSIGHT		
Layout	2	8
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 if only some of the requirements are met.

Allocate 0 marks where requirements are not met at all.

QUESTION 6: BUSINESS ROLES (TEAM PERFORMANCE AND CONFLICT MANAGEMENT)**6.1 Introduction**

- Identifying the causes of conflict enable businesses to devise strategies to deal with conflict in the workplace. ✓
- Conflict is sometimes necessary for people to resolve differences and focus on key objectives. ✓
- Teams go through different stages of development that must be managed carefully. ✓
- Difficult employees may influence their colleagues to adopt similar behaviour and attitudes if businesses do not handle them correctly. ✓
- Any relevant introduction related to causes of conflict/dealing with conflict in the workplace/stages of team development/ways to deal with difficult employees in the workplace.

(Any 2 x 1) (2)

6.2 Causes of conflict

- Lack of proper communication between management and workers. ✓✓
- Ignoring rules/procedures may result in disagreements and conflict. ✓✓
- Management and/or 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 such as favouritism/nepotism. ✓✓
- Little/no support from management with regards to supplying the necessary resources and providing guidelines. ✓✓
- Leadership styles used, e.g., autocratic managers may not consider workers inputs. ✓✓
- Unrealistic deadlines/heavy workloads lead to stress resulting in conflict. ✓✓
- Lack of agreement on mutual matters such as 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 causes of conflict in the workplace.

Max. (12)

6.3 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 how businesses could handle conflict in the workplace.

NOTE: Do not award marks for problem-solving process.

Max. (12)

6.4 Stages of team development

6.4.1 Forming ✓✓

- Individuals gather information ✓ and impressions about each other and the scope of the task and how to approach it. ✓
- This is a comfortable ✓ stage to be in. ✓
- People focus on being busy with routines, such as team organisation ✓ e.g. who does what, when to meet each other, ✓ etc.
- Any other relevant answer related to forming as a stage of team development.

Stage (2)

Discussion (2)

Sub-max. (4)

6.4.2 **Storming** √√

- Teams go through a period of unease √/conflict after formation. √
- Different ideas from team members will compete √ for consideration. √
- Team members open up to each other and confront each other's ideas/perspectives. √
- Tension/struggles/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 each other √ to survive this stage. √
- Any other relevant answer related to storming as a stage of team development.

Stage (2)
Discussion (2)
Sub-max. (4)

6.4.3 **Norming/Settling/Reconciliation** √√

- Team members come to an agreement √ and reach consensus. √
- Roles and responsibilities are clear and accepted. √
- Processes/working style √ and respect develop amongst members. √
- Team members have the ambition to work for the success of the team. √
- Conflict may occur, but commitment √ and unity are strong. √
- Any other relevant answer related to norming/settling/reconciliation as a stage of team development.

Stage (2)
Discussion (2)
Sub-max. (4)

6.4.4 **Performing/Working as a team towards a goal** √√

- Team members are aware of strategies √ and aims of the team. √
- They have direction without interference √ from the leader. √
- Processes and structures are set. √
- Leaders' delegate √ and oversee the processes and procedures. √
- All members are now competent, autonomous √ and able to handle the decision-making process without supervision. √
- Differences among members are appreciated √ and used to enhance the team's performance. √
- Any other relevant answer related to performing/working as a team towards a goal as a stage of team development.

Stage (2)
Discussion (2)
Sub-max. (4)

6.4.5 Adjourning/Mourning √√

- The focus is on the completion √ of the task/ending the project. √
- Breaking up the team may be traumatic √ as team members may find it difficult to perform as individuals once again. √
- All tasks need to be completed √ before the team finally dissolves. √
- Any other relevant answer related to adjourning/mourning as a stage of team development.

Stage (2)
Discussion (2)
Sub-max. (4)

NOTE: Mark only the first THREE (3).

Max. (12)

6.5 Ways to deal with difficult employees

- Get perspective from others who have experienced the same kind of situation to be able to understand difficult employees. √√
- Act pro-actively, if possible, as a staff/personnel problem is part of a manager's responsibilities. √√
- Regular meetings with supervisors/departmental heads should help to identify difficult/problem behaviour. √√
- Ask someone in authority for their input into the situation. √√
- Identify the type of personality which is creating the problem. √√
- Make intentions and reasons for action known, so that difficult person/ people feel at ease. √√
- Meet privately with difficult employees, so that there are no distractions from other employees/issues. √√
- Employees should be told what specific behaviours are acceptable by giving details about what is wrong/unacceptable/ an opportunity to explain their behaviour. √√
- A deadline should be set for improving bad/difficult behaviour. √√
- Guidelines for improvement should be given. √√
- The deadline date should be discussed with the difficult employee and his/her progress should be monitored/assessed prior to the deadline. √√
- Do not judge the person but try to understand him/her/Understand his/her intentions and why he/she reacts in a certain way. √√
- Keep communication channels open/encourage employees to communicate their grievances to management. √√
- Build rapport/sound relations by re-establishing personal connection with colleagues. √√
- Help difficult employees to be realistic about the task at hand./Be supportive of them and their issues. √√
- Remain calm and in control of the situation to get the person(s) to collaborate. /Do not become difficult yourself. √√
- Treat people with respect, irrespective of whether they are capable/ competent or not./Do not try to change them, rather see where you can use them effectively. √√

- Sometimes it may be necessary to ignore and only monitor a difficult person./ Take a step back and analyse the situation before you respond. √√
- Identify and provide an appropriate support programme to address areas of weakness. √√
- Any other relevant answer related to ways in which businesses can deal with difficult employees in the workplace.

Max. (10)**6.6 Conclusion**

- Businesses that are well-informed about the causes of conflict are able to handle conflict effectively in the workplace. √√
- Business should deal with conflict as soon as they occur to avoid demotivating their employees. √√
- It is important that business understand the stages of team development so that they are able to manage conflict effectively. √√
- Businesses should deal with difficult employees swiftly and find better ways to manage difficult employees. √√
- Any relevant conclusion related to causes of conflict/dealing with conflict in the workplace/stages of team development/ways to deal with difficult employees in the workplace.

(Any 1 x 2) (2)
[40]**QUESTION 6: BREAKDOWN OF MARK ALLOCATION**

DETAILS	MAXIMUM	TOTAL
Introduction	2	Max. 32
Causes of conflict in the workplace	12	
Dealing with conflict in the workplace	12	
Stages of team development	12	
Ways to deal with difficult employees	10	
Conclusion	2	
INSIGHT		
Layout	2	8
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 if only some of the requirements are met.

Allocate 0 marks where requirements are not met at all.

TOTAL SECTION C: 40
GRAND TOTAL: 150