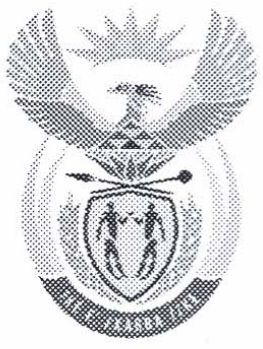


1/12/09
approved -
Final memo

S. NAIKOR
D. MACPHERSON



education

Department:
Education
REPUBLIC OF SOUTH AFRICA

NATIONAL SENIOR CERTIFICATE

GRADE 12

BUSINESS STUDIES
NOVEMBER 2009
MEMORANDUM

MARKS: 300

INTERNAL MODERATOR
J. STRYDOM

CHIEF EXAMINER?
H. P. GOETZEE

This memorandum consists of 36 pages.

DEPARTMENT OF EDUCATION
CD: EMAPE
2009 -12- 02
PRIVATE BAG X110
PRETORIA 0001
UMNYANGO WEZEMFUNDO

EXAMINER
T.M. GOUNDEN

NOTES TO MARKERS:

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

Marker:	Red
Senior Marker	Green
Deputy Chief and Chief Marker	Black (Indicate DCM or CM)
Internal Moderator	Orange

2. The numbering of assessment standards is in accordance with the principle of progression from Grades 10 to 12, e.g. the first assessment standard is 12.1.2.
3. Candidates' responses must be in full sentences for SECTIONS B and C. This would depend on the nature of the question.
4. A comprehensive memorandum 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 memorandum.
 - comes from another source.
 - is correct and original.
 - relates to another applicable LO or AS.
5. Please take careful note of other relevant answers provided by candidates and allocate marks accordingly. In the case where an answer is vague or shows some understanding, allocate part marks, e.g. one mark instead of the maximum mark of two.
6. **SECTION B**
- 6.1 If for example, FIVE facts are required, mark the candidates' FIRST FIVE responses and ignore the rest of the responses.
- 6.2 If two facts are written in one sentence, award the candidate FULL credit.
- 6.3 If candidates are required to provide their own examples/views, brainstorm this at the marking centre to finalise alternative answers.
- 6.4 All questions that require candidates to "explain/discuss/describe" will be marked as follows:
- Heading 2 marks
 - Explanation 1 mark or as indicated in the memorandum.
- NB: Heading and explanation could be integrated into one sentence.
- 6.5 All questions that require candidates to "name/list" etc, the answers of the candidates can be in phrases and not necessarily in full sentences.

7. **SECTION C**

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

Introduction	3	Maximum :32
Content	27	
Conclusion	2	
Insight	8	
Total Marks	40	

7.2 Insight consists of the following components:

Layout/Structure: (Is there an introduction, body using proper paragraphs and a conclusion? Is there a logical flow/link in the discussion?)	2
Analysis and interpretation: (Did the learner break down the question so as to realise what is being asked?)	2
Synthesis: (Did the learner put together only the relevant parts to the question?)	2
Originality: (Has the learner been able to illustrate the concepts with examples, preferably his/her own? Originality in approach, ideas and responses. Current trends and developments.)	2
TOTAL FOR INSIGHT:	8
TOTAL MARKS FOR FACTS:	32
TOTAL MARKS FOR ESSAY (8 + 32)	40

7.3 Indicate insight in the left-hand margin with a symbol, e.g. ('L,A,S and/or O')

7.4 The components of insight are indicated at the end of the suggested answer for each question. Note: The components may vary for each question.

7.5 Mark all relevant facts until the MAXIMUM mark in a sub-section has been attained. Write MAX after maximum marks have been obtained.

7.6 At the end of each essay, indicate the allocation of marks for facts and marks for insight as follows: (L [Layout/structure] and/or A [Analysis] and/or S [Synthesis] and/or O [Originality] as indicated in the table below)

CONTENT	MARKS
Facts	32
L	2
A	2
S	2
O	2
Total Marks	40

NOTE: The mark allocation for insight may vary for each essay.

- 7.7 When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of the same sub-headings. Remember headings and sub-headings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See BREAKDOWN at the end of each question.)
- 7.8 If the candidate identifies/interprets the question INCORRECTLY, then he/she still obtain marks for insight.
- 7.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the memorandum.
8. Take particular note of the repetition of facts. Indicate with an R.
9. Subtotals to questions must be written in the right margin. ENCIRCLE the subtotals as indicated in the breakdown of marks. Only the total for each question should appear in the left margin next to the appropriate question.
10. Allocate TWO marks for complete sentences. Allocate ONE mark for phrases, incomplete sentences and vague answers.

SECTION A**QUESTION 1**

1.1.1	C or D		
1.1.2	D		
1.1.3	C		
1.1.4	A		
1.1.5	B		
1.1.6	D		
1.1.7	A		
1.1.8	C		
1.1.9	C		
1.1.10	A	(10 x 2)	(20)
1.2.1	E		
1.2.2	F		
1.2.3	A		
1.2.4	D		
1.2.5	C	(5 x 2)	(10)
1.3.1	Fifty or 50		
1.3.2	partners		
1.3.3	CCMA		
1.3.4	Micro		
1.3.5	job description	(5 x 2)	(10) [40]

SECTION B**QUESTION 2****2.1.1 (LO1 AS4) (LO4 AS3)**

Broad Based Black Economic Empowerment. ✓✓ (2)

2.1.2 (LO1 AS4) (LO4 AS3)

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

Examples/illustrations should indicate understanding of the Act.

If the learner mentions the other pillars with an explanation marks can be allocated.

- Employment equity
- Skills Development
- Preferential Procurement
- Enterprise development

- Corporate Social Investment (CSI)

Examples only – no marks allocated.

- Any relevant answer related to BBBEE implementation.

Fact: Max 2
Example: Max 1
(any 2 x 3) (6)

2.1.3 (LO4 AS3)

- The sugar company may have its own transport business and it may outsource this function to its black employees e.g. owner driver. √√
- Selling part of its shares to its black employees so that they can share in the profits of the company. √√
- If a Black person has a direct interest in the business. √√
- Any other business that relates to the sugar plantation and BBBEE.

(any 2 x 2) (4)

2.2 (LO1 AS3)

- Corporate social responsibility refers to the role played by corporate enterprises in providing for the urgent needs of the community in which they operate. √√
- This programme includes poverty alleviation, education and training, on HIV/AIDS clinic, recreational facilities, etc. √√
- Make sure alternative answers are related to the question.
- Any other relevant description of corporate social responsibility that illustrates a full understanding of the concept.
- An example without an explanation to illustrate the concept – no marks.

(4)

2.3 (LO1 AS3)

HIV/AIDS (Accept any communicable disease e.g. TB.) √√

- Build clinics and health centres for the communities. √√
- Train counsellors to provide assistance to affected persons. √√
- Supply affected employees with anti-retroviral medication (ARV) √√
- Any other relevant answer related to HIV.

Issue/Heading (2)

Strategies/Explanation (1 x 2) (=2)

(Max. 4)

Unemployment √√

- Skills development programme through learnerships. √√
- Offer bursaries to students. √√
- Provide casual jobs to members of the community. √√
- Retraining. √√
- Any other relevant answer related to unemployment.

Issue/ Heading (2)

Strategies/Explanation (1 x 2) (=2)

(Max. 4)

Poverty √√

- Provide housing subsidies to employees. √√
- Pay higher wages to employees. √√
- Sponsor orphans with food, clothing, education. √√
- Canteen facilities. √√
- Any other relevant answer related to poverty.

Issue/Heading (2)
Strategies/ Explanation (1 x 2) (= 2)
(Max. 4)

Human Rights√√

- Provision of healthy working conditions. √√
- Allow employees the freedom to practice their own religion. √√
- Treat all stakeholders with dignity and respect. √√
- Any other relevant answer related to human rights.

Accept any other relevant socio-economic issue e.g. crime, security, gambling, human trafficking, piracy, xenophobia, over-population, prostitution, etc.

Issue/Heading (2)
Strategies/Explanation (1 x 2) (= 2)
(Max. 4)

If the heading/issue/strategy is in one sentence e.g. one issue and many strategies allocate only 4 marks.

(Any 3 x 4) (12)

2.4 (LO1 AS5)

- 2.4.1 - Primary sector √√
- Extracting/collection of raw materials from nature. √√

(4)

- 2.4.2 - Tertiary sector √√
- Financial industry providing a financial service to the public/different types of investment opportunities. √√
- Explanation must be relevant to the tertiary sector. √√

(4)

2.5 (LO4 AS3)**10 Working days/ annual leave** √√

- This contravenes the Basic Conditions of the Employment Act 1997 (Act 75 of 1997) which states that employees are allowed to take 21 consecutive days of annual leave with full pay with continuous service of 1 year. √√ or
- 21 days leave only) √√ or depending on the period of employment √√

Heading (2)
Discussion (2)

Resignation when Dudu falls pregnant /Maternity leave√√

- The law (BCEA) stipulates that Dudu is entitled to take 4 months maternity leave. √√

Heading (2)
Discussion (2)

8 hours of work per day/working hours √√

- These hours of work complies with the Basic Conditions of Employment Act, 1997 (Act 75 of 1997) √√
- Workers are allowed to work for 8 hours per day for a 6-day working week. √√
- Any extra hours worked are subject to overtime. √√
- Dudu is at an advantage if she is working a five-day cycle/40 hours per week. √√

Heading (2)
Discussion (2)

NB. If the learner writes the following:

- **10 working days annual leave**
 - **Resignation when Dudu falls pregnant**
 - **8 hours of work per day.**
- No marks to be allocated.**

Max. (12)

2.6 (LO4 AS5)

- Engage in collective bargaining for wage increases. √√
- Improve the working conditions of workers. √√
- Monitor the fair treatment of workers in the workplace. √√
- Promote skills development, education and training of workers. √√
- Ensure that there is job security for workers. √√
- Negotiate working hours, overtime rates, leave and sick leave on behalf of workers. √√
- Improvement of service conditions of members √√
- Improvement of the physical work environment √√
- Mediation to avoid grievances√√
- Public participation in management of a business/economy√√
- Participating in decision –making processes√√
- Ensuring that workers get a fair share of wealth generated by business enterprise√√
- Improving social security√√
- Employment Assistance Programmes must be facilitated by unions (rehabilitation etc.) √√
- Lobby with government and other stakeholders to ensure the best possible deal for workers in terms of wages/salaries/benefits√√
- Protect the rights of members in the workplace√√
- Supporting gender equality in the workplace√√
- Any other relevant function/role of trade unions.
- Be aware of repetition.

(any 6 x 2) (12)

BREAKDOWN OF MARK ALLOCATION

QUESTION 2	MARKS
2.1.1	2
2.1.2	6
2.1.3	4
2.2	4
2.3	12
2.4.1	4
2.4.2	4
2.5.1	12
2.6	12
TOTAL	60

QUESTION 3**3.1.1 (LO2 AS4) ANALYSE**

- Mazwe had a vision for business. √√
e.g. a career in fashion design. √√
- Positive, committed and self-motivated. √√
e.g. self-starter who has joined the community-based project, training women to sew. √√
- Creativity and the ability to be innovative. √√
e.g. the uniqueness of his clothing designs. √√
- Vision of the future. √√
e.g. sets his sights on becoming a top South African designer. √√
- Communication skills. √√
e.g. Networking with Shakunda Foundation √√
- Advertising. √√
e.g. Flyers and customers. √√
- Innovativeness/self-starter/uniqueness. √√
e.g. 100% original. √√
- Financial acumen/investment skills √√
Profits put aside √√
- Any other entrepreneurial quality with an example from the case study.

NB: The examples must be drawn from the case study. The quality must be related to the application/example in the case study.

Fact (2)
Example (2)
(any 3 x 4) (12)

3.1.2 (LO2 AS4) IDENTIFY

- Acquired the basic training and skills of cutting and sewing fabrics at the community sewing centre. √√
- The start-up business opportunity that was provided by Shanduka Foundation in the form of a domestic sewing machine, industrial sewing machine and an over-locker. √√

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- His marketing strategy is unique where he uses his personal trade name "Tom's Fashion Design" on his products. √√
- The uniqueness of the clothing that Mazwe Tom is designing. √√
- To have a dream of making a success. √√
- Growth of customer base. √√
- Any other relevant answer regarding success factors from the case study.

(any 2 x 2)
(4)

3.1.3 (LO3 AS2)

- Draw up a cash budget. √√
- Draw up a credit policy. √√
- Apply strict credit terms √√
- Charge interest on overdue accounts. √√
- Send monthly statements of accounts to remind customers of the amounts due. √√
- Sell for cash only. √√
- To put down a substantial deposit/lay-by. √√
- Regular auditing. √√
- Bulk buying to receive quantity discounts. √√
- Allow discount for early payment. √√
- Seeking financial advice √√
- Factoring of debtors. √√
- Cut down on unnecessary costs. √√
- Engage debt collectors. √√
- If the learner separate the issues e.g. cash flow management and poor client payment mark separately to a maximum of 4 marks each.
- Any relevant answer relating to ways to overcome these challenges.

(any 4 x 2) (8)

3.2.1 (LO2 AS7)

$$\text{Compensation} = \frac{\text{Insured amount}}{\text{Market value}} \times \text{Loss} \quad \checkmark$$

$$= \frac{\text{R } 800\,000}{\text{R } 1\,000\,000} \checkmark \times \text{R } 300\,000 \checkmark$$

$$= \text{R } 240\,000 \quad \checkmark\checkmark$$

(Max 5)

If answer is incorrect allocate a maximum of 4 marks for understanding of concept, method and procedure:

Formula only	= 1 mark
Formula + application	= 4 marks
Application of formula	= 3 marks
Only correct answer of R240 000	= 5 marks
80% of R300 000 only	= allocate 2 marks

3.2.2 (LO2 AS7)

Under-insurance OR average clause. ✓✓ or
 He was not insured for the full amount therefore he was under-insured and he
 cannot be paid the full amount of his claim. ✓✓ (2)

3.3.1 (LO2 AS7)

$$\begin{aligned} \text{Return on Investment} &= \frac{\text{Return}}{\text{Amount invested}} \times 100\% \checkmark \\ &= \frac{\text{R } 40\,000}{\text{R } 200\,000} \checkmark \times 100\% \checkmark \\ &= 20\% \checkmark \checkmark \end{aligned} \quad (5)$$

If answer is incorrect allocate a maximum of 4 marks for understanding of concept, method and procedure.

Formula only	=	1 mark
Formula + application	=	4 marks
Application of formula	=	3 marks
Only correct answer 20%	=	5 marks

(max. 5)

3.3.2 (LO2 AS7)

- Yes. ✓✓
- The return on his investment in shares is much higher than on alternative forms of investment, e.g. fixed deposits and notice deposits at commercial banks. ✓✓
 - Higher than inflation rate. ✓✓

OR

No. ✓✓
 Returns fell below similar shares in the market. ✓✓

**Accept relevant options that relate to returns.
 yes/no only without motivation, no marks allocated.**

(4)

3.4.1 (LO2 AS6)

Bar graph ✓✓ (mark histogram wrong) (2)

3.4.2 (LO2 AS6)

- To look at the tendency of the sales ✓✓ e.g. increase/decrease of sales over a period of time. ✓
- There was a gradual increase in the sales of air conditioners from October to December, ✓✓ e.g. R100 000 to R250 000 ✓
- There was a gradual decrease in the sales of air conditioners from January to March. ✓✓ e.g. R250 000 to R75 000 ✓

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- The highest sales of air conditioners were recorded in the month of December, √√ e.g. R250 000 √
- The reason for high sales in December was the high temperature levels in the summer month, √√ e.g. consumers receive their holiday bonuses which was spent on air conditioners. √
- Accept percentages but it must be correct and allocate marks accordingly.
- Any other relevant answer relating to the sales performance from the graph.

Fact (2)
Example (1)
(any 2 x 3) (6)

3.5.1 (LO3 AS3)

- This refers to information in the advertisement that is not reliable and deliberately misleading. √√
- Any other relevant answer related to the term unethical advertising. (2)

3.5.2 (LO3 AS3)**Unethical:**

- The request for you to supply your banking details. √√

Motivation:

- It is unethical for the advertisement to request for your banking details because the bankcards can be cloned which is fraudulent. √√

Unethical:

- This advertisement is misleading because the actual advertisement for ring tones is in bold print which captures the attention of the viewer but the costs for the consumer of responding to the advertisement is in fine print. √√

Motivation:

- 'SMS charges of R10, normal cell phone rates do not apply and subscriptions are charged at R5 per week' is in fine print which is not clearly visible to the viewer. √√

Unethical:

- Piracy √√

Motivation:

- It is unethical to download songs/ringtones. √√

Unethical (2)
Motivation (2)
(any 1 x 4) (4)

3.6 (Related to several LO's and AS's)

Yes √√

Motivation:

- Many foreign spectators will visit the country and spend large sums of money on accommodation, tourism, food, gifts, etc. √√
- Gives local entrepreneurs the opportunity to establish businesses to cater for the Soccer World Cup in the form of accommodation, etc. √√
- Creates employment opportunities. √√
- Foreign currency brought into the country favours the exchange rate. √√

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- Business expansion using the extra profits generated. √√
- Infrastructural development. √√
- World publicity/global marketing. √√
- Any other answer related to the benefit of the 2010 Soccer World Cup for South African businesses.

No √√

Motivation:

- Spectators from abroad will only visit vicinities around the stadiums where the matches will be played and only a few businesses will benefit. √√
- The Soccer World Cup tournament is only for a short term. √√
- Some of the spectators may only spend money on games and accommodation in the immediate vicinity/not all provinces are hosting the soccer world cup. √√
- Teams may come with their own resources. √√
- Diversion of expenditure from life-threatening projects to accommodate events such as the Soccer World Cup e.g. building of stadiums. √√
- Crime will increase because of influx of supporters of the various teams. √√
- Any other answer related to the motivation on disadvantages.

YES/NO only without motivation, no marks allocated.

YES/NO is not stated but the motivation in the answer indicates yes/no, then write yes/no and allocate 2 marks.

YES/NO with incorrect motivation allocate mark of 2 .

Learner could use Yes and No, allocate marks up to a maximum of 6.

Yes/No (2)
(any 2 x 2) (4)
Max (6)

BREAKDOWN OF MARK ALLOCATION

QUESTION 3	MARKS
3.1.1	12
3.1.2	4
3.1.3	8
3.2.1	5
3.2.2	2
3.3.1	5
3.3.2	4
3.4.1	2
3.4.2	6
3.5.1	2
3.5.2	4
3.6	6
TOTAL	60

QUESTION 4**4.1 (LO3 AS8)**

- All members support each other within the team √√
- Team members should be credited and not individual members. √√
- Members are committed to teamwork and want to perform well. √√
- Members work with a common desire to achieve their goal. √√
- The team has set out realistic goals and objectives. √√
- Members show respect for each team members skills and knowledge. √√
- Sharing of team values/Team members show mutual respect and trust for each other. √√
- Each member possesses the necessary skills to perform his/her task within the team. √√
- Team members keep others well informed/communication. √√

- Any other relevant answer related to characteristics of a successful team.

(any 5 x 2) (10)**4.2 (LO4 AS6)****SUCCESS FACTORS**

- Sets goals and objectives of the business. √√
These must be realistic and achievable. √
- Communicates mission and vision of the business to all workers. √√
Workers are continuously reminded about the mission and vision of the enterprise through workplace forums, meetings, etc. √
- Responsible for the planning and organising of business activities. √√
Prioritise business operations through thorough planning. √
- Leading the organisation. √√
Effective leadership in the performance of the general management functions. √
- Controls all the processes in the business. √√
Ensures that all the relevant functions and procedures are effectively performed. √
- Involved in the disciplinary processes of the organisation. √√
Ensure adherence to legislation regarding disciplinary procedures. √
- General management must develop a strategic plan. √√
Must consist of planning, organising, leading and control. √
- Top management activities are measured largely by the final profitability figures. √√
There should be growth in the profits of the enterprise from year to year. √
- Improvement can be achieved through the setting of high but realistic targets. √√
Targets must be reviewed with a view to improvement ie target set versus target achieved. √
- Strategic plan must be in place. √√
Report and feedback on the roll out of the plan. √

- Any other relevant answer related to the functions of general management and its contribution to success.

FAILURE FACTORS

- Absence of no concrete goals and objectives of the business. √√
Goals are not realistic and achievable. √
- Non communication of vision and mission of the business to all workers. √√
Management did not consult with the subordinates in the decision making process. √
- Management did not take responsibility for planning and guiding the overall management of business. √√
Not prioritizing business operations through planning. √
- Lack of leadership skills. √√
Ineffective leadership in the performance of the general management functions. √
- Ineffective control of all processes in business. √√
Not ensuring that all relevant functions/procedures are effectively performed. √
- Ineffective organising of the factors of production. √√
Business cannot maximise profitability. √√
- Lack of organizational skills. √√
Cannot motivate subordinates/delegate instructions. √
- Does not communicate the vision/mission to all workers. √

- Any other relevant answer related to the functions of general management and its contribution to failure.

Facts: (2)
Explanation: (1)
(Max. 10)

4.3 LO3 AS6)

- Protects workers against unfair dismissals. √√
- Represents workers on boards regulating social benefit schemes. √√
- Participates in joint decision-making matters with management. √√
- Promotes efficiency in the workplace. √√
- Protects workers against discrimination in the workplace. √√
- Promotes interests of all employees in the workplace regardless of union membership or not. √√

- Any other relevant answer related to functions of workplace forums.

(any 4 x 2) (8)

OR

Labour Relations Act, 1995 (Act 66 of 1995)

Makes provision for the following:

- Regulate the organisational rights of trade unions. √√
- Relationship between employers and employees. √√
- Regulate the right to strike and the recourse to lock-out in conformity with the constitution. √√
- Amend and repeal certain laws relating to labour relations. √√
- Promote employee participation in decision making through the establishment of workplace forums. √√

- Promote and facilitate collective bargaining at the workplace and sectoral level. √√
- Provide simple procedures for the resolution of labour disputes through conciliation, mediation, arbitration or independent alternative dispute resolution services. √√
- Provide a simplified procedure for the registration of trade unions and employer's organisations. √√
- Regulates the fundamental rights of employers and employees. √√
- Purpose is to make a contribution to the promotion of:
 - ☉ economical development
 - ☉ peace in labour
 - ☉ democratic work environment and
 - ☉ social justice√√
- This Act makes provision for establishing labour unions by employers and employees to protect their interest as well as for collective bargaining. √√
- Different structures is created by this act to arbitrate disputes between employers and employees, e.g. Labour courts, Commission for conciliation and Statutory boards, etc. √√
- This Act makes provision for strikes by employees on certain conditions, if negotiations between the labour union and the employer are not successful. √√

Any other relevant answer relating to the LRA.

Any4x2=(8)

The answer to question 4.3 was adjusted because the word "it" may have caused confusion, therefore both the Labour Relations Act OR workplace forums will be accepted for 2009 only.

4.4 (LO3 AS10)

- Establish proper communication lines between management and employees. √√
Provide frequent newsletters/circulars communicating information on worker welfare, etc. √
- Assisting employees who have problems. √√
Establish structures in the workplace where employees can record their problems with a view to solving them. √
- Introducing staff development/empowerment programmes. √√
Provide continuous in-service training for employees. √
- Refer affected employees to outside professionals. √√
e.g. counselors, rehabilitation centres. √
- Providing recreational facilities for employees. √√
Build sports grounds, clubhouse, etc. √
- Team-building exercises for employees. √√
Take work teams to venues that offer team-building exercises, motivational talks, etc. √
- Better working conditions. √√
Eg. adherence to the act, better working environment, adequate lighting, ventilation etc. √
- The use of wellness programs. √√
Eg. Safety, health, counselling programs, drug and alcohol abuse. √
- Improve the work design/ergonomics√√
Eg. design low stress jobs, simplifying tasks, good posture, accessibility to equipment etc. √

- Any other relevant answer related to the management of stress in the business enterprise.

Fact (2)
Example/reason (1)
(any 4 x 3) (12)

4.5.1 (LO3 AS2)

Step 1 (Defining the problem)

The opening of the second mine. √√ (2)

Step 2 (The pros and cons)

Forces against the mining operation Disadvantages	Forces for the mining operation Advantages
Shortage of skilled labour √√	Provide training and skills for workers to be employed in the mines √√
Tourism will be negatively affected √√	Economic growth will replace tourism e.g. increase in income leads to more spending power and the establishment of business centres √√
Large capital outlay √√	Development through the building of a school and a clinic √√
Spread of disease e.g. asbestosis √√	The company will provide clinic facilities √√
Any relevant answer relating to the case study	

Step 3 Each of the for and against responses will be weighted.

This will assist in arriving at a decision. √√ (2)

Any (3 forces for/advantages x 2)(6)
Any (3 forces against/disadvantages x 2) (6)
Max.(10)

Problem (2)
Identification of forces (12)
Weighting (2)
Max. (10)

- NB: 1. Candidates response need not be in tabular form.
2. If the forces are not linked, mark either for or against only.

4.5.2 LO3 AS2

Recommendation: Commence mining operation. √√

Reason: Creates employment opportunities, etc. √√

Any relevant reason regarding commencement.

OR

Recommendation: Do not commence mining. √√

Reason: Pollution. √√
Spread of disease. √√

Any relevant reason regarding rejection.

Recommendation (2)

Reason (2)

Max. (4)

4.6 (LO1 AS4)

- Financial institutions and other credit providers are not allowed to discriminate against consumers when deciding on whether to grant credit or not. √√
- The consumers must be provided with reasons for the credit application being unsuccessful. √√
- The consumer enjoys the right to receive feedback from the institution without any costs being incurred by him/her. √√
- The consumer has the right to receive feedback in his/her designated official language. √√
- All costs must be clearly stated. √√
- Responsible access to credit/protect the consumer against unfair credit practices. √√
- Avoid excess credit granted to consumers. √√
- Apply for debt counselling. √√

- Any other relevant benefit to consumers regarding the NCA.

(any 3 x 2 = 6)

BREAKDOWN OF MARK ALLOCATION

QUESTION 4	MARKS
4.1	10
4.2	10
4.3	8
4.4	12
4.5.1	10
4.5.2	4
4.6	6
TOTAL	60

TOTAL MARKS SECTION B : 180

SECTION C

QUESTION 5 (LO 1 AS 2)

5.1 Introduction

- A strategy is a creative plan for success. √
- The strategic plan outlines the strategy. √
- The top management team is responsible for the drawing up of a strategic plan. √

- Scanning the internal and external environment. ✓
- Understanding the nature and impact of the business environment. ✓
- Any other relevant introduction based on the case study.

(any 3 x 1) (3)

5.2 Development of strategies

5.2.1 Vision Statement ✓✓

- Good Luck Glass Recycling wants to be the leading glass-recycling business in KwaZulu-Natal. ✓✓
- To establish five buy-back centres in future. ✓✓
- Any other relevant answer related to vision statement.

(Max. 2)

5.2.2 Setting up the goals or objectives. ✓✓

- To involve more schools in their project of glass recycling. ✓✓
- To be a highly profitable business. ✓✓
- Any other relevant answer related to goals and objectives.

(Max. 2)

5.2.3 SWOT analysis

STRENGTHS ✓	WEAKNESSES ✓
Connection with Consol Glass ✓✓ Cato has Business Studies up to Grade 12 level ✓✓ Cato is obtaining skills in Business Management ✓✓ There are 23 schools ✓✓	Delivery vehicles not in good condition ✓✓ Convincing financial institutions to give them funding ✓✓ Changing attitudes to glass recycling ✓✓ Getting to grips with the tender process ✓✓
OPPORTUNITIES ✓	THREATS ✓
Establishing five buy-back centres ✓✓ To approach more schools ✓✓ More contacts from glass manufacturers ✓✓ Getting to grips with the tender process ✓✓ Changing attitudes to glass recycling ✓✓	Other glass recycling businesses. ✓✓ Trade unions' demands of higher salaries and wages ✓✓ Casual worker can leave at any time ✓✓ Getting to grips with the tender process ✓✓ Convincing financial institutions to give them funding ✓✓

(Max. 20)

- Note: 1. If the learner repeats a response in more than one column allocate marks once only.**
- 2. If a learner did not present a swot analysis but identified the challenges allocate a maximum of 10 marks.**

5.2.4 Formulation of strategies in response to the above challenges/weaknesses/threats and implementation.

- Arrange a contract with a mechanic in the nearby vicinity to repair the vehicles on a permanent basis. √√
- Approach an institution which understand the unique needs of small businesses e.g. Business Partners to obtain a loan from them √√
- Distribute pamphlets through schools and post offices regarding benefits of recycling of glass. √√
- Attend courses through a SETA on correct procedures with the tender process √√
- Advertise the business in the newspaper √√
- Retrenching the workers √√
- Motivate and train the workers to obtain higher productivity √√
- Give the worker benefits to keep him/her as a worker. √√

Note: If a learner did not identify challenges using the swot analysis allocate a maximum of 6 marks only.

(Max. 10)

5.2.5 Evaluation of strategies

- After the above-mentioned strategies are implemented, the strategies must be evaluated to determine whether the strategies were successful or not. √√
- Those strategies that were not successful, must be reviewed by implementing alternatives. √√
- Set specific dates for control and follow up. √√
- Examine the underlying basis of business strategy. √√
- Compare expected performance and take corrective action. √√
- Conduct market research and prepare report. √√

(Max. 10)

5.3 Conclusion

- Strategic planning and implementation is a continuous process and needs to be revised on a ongoing basis. √
- Top management must do the revision regularly to ensure success and sustainability of the business. √
- Any appropriate conclusion. **(2 x 1) (2)**

Breakdown of mark allocation:

Details	Maximum	Subtotal	Total
Introduction		3	Max 32
Vision statement	2	44	
Setting up of goals and objectives	2		
SWOT analysis	20		
Formulation/implementation	10		
Evaluation of strategies	10		
Conclusion		2	
INSIGHT			
Layout			2
Analysis, interpretation			2
Synthesis			2
Originality, examples			2
TOTAL MARKS			40

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

QUESTION 6 (LO2 AS7)**6.1 Introduction**

- The three forms of compulsory insurance is extremely beneficial to the claimants. ✓
- This provides some source of financial relief to the claimants as a result of unemployment, injuries and accidents. ✓
- The three types of compulsory insurance are the Unemployment Insurance Fund, Compensation for Occupational Injuries and Diseases and the Road Accident Fund. The main provisions will be discussed in detail. ✓
- Any other relevant introduction related to insurance. **(Max. 3)**

6.2 The Unemployment Insurance Fund. ✓✓

- The Unemployment Insurance Act, 2001 (Act 63 of 2001, came into effect on 1 April 2002. ✓✓
- This act governs the Unemployment Insurance Fund which is administered by the Department of Labour. ✓✓
- All employees who work for more than 24 hours per month must contribute to the fund. ✓✓
- It is illegal for employers not to make the deduction from earnings. ✓✓
- They must be registered with the UIF and contribute to the UIF. ✓✓
- The employer is responsible for the registration process with the UIF. ✓✓
- The employer and employee must pay 1% of the worker's monthly wage bill. ✓✓
- The total contribution that is paid to the Fund is therefore 2%. ✓✓

NSC – Memorandum

- Contributions can be made monthly and annually in advance, either by cheque or cash or on the UIF government website. √√
- Recently farm workers and domestic workers have been covered by UIF. √√
- The UIF covers FIVE kinds of benefits:
Unemployment benefits, illness benefits, maternity benefits, adoption benefits, death benefits. √√
(Allocate a maximum of 4 marks for benefits)
- The UIF gives financial relief to workers who become unemployed (dismissed), unable to work because of illness, maternity or adoption leave. √√
- The UIF also pays out benefits to dependants of deceased contributors. √√
- Workers accumulate 1 day credit for every six days worked. √√
- Benefits are paid to a maximum of 238 days or the maximum number of days' credit accumulated over 4 years. √√
- Highly paid workers are paid 38% of the average monthly wage over the last six months and 58% for the lowest paid workers. √√
- Any other relevant answer regarding the provisions of the UIF.

Heading (2)
Discussion (any 4 x 2) (8)
Maximum (10)

6.3 Compensation for Occupational Injuries and Diseases (COIDA) / Workmen Compensation Act. √√

- The Compensation for Occupational Injuries and Diseases Act, 1993, (Act 130 of 1993) as amended, governs workers' compensation. √√
- This Act compels employers to insure their employees who perform certain types of work as defined in the Act against disability as a result of injuries, occupational diseases or death sustained during the performance of their work. √√
- Compensation is paid to the workers or their dependants for temporary or permanent disability or death. √√
- This form of compulsory insurance covers the employer against claims from employees as a result of injuries sustained or diseases contracted in the workplace. √√
- The Act clearly stipulates the types of injuries that can be claimed for and the occupational diseases in relation to the type of work performed. √√
- The Act stipulates that only employers contribute to the Compensation Fund. √√
- Employees are required to immediately report to the employer on any injuries/diseases, who then subjects the worker to a medical examination for a full report. √√
- Any other relevant answer regarding the provisions of the COIDA/Workmen Compensation.

NOTE: WORKMAN'S COMPENSATION ACT WILL APPLY ONLY FOR 2009

Heading (2)
Discussion (any 4 x 2) (8)
Maximum (10)

6.4 The Road Accident Fund. √√

- The Road Accident Fund Act 1996 (Act 56 of 1996), insures persons against injuries suffered at the hands of another driver. √√
- Approximately 46c per litre of petrol (amount may change according to legislation at different times) is paid towards the Road Accident Fund in the form of an insurance payment. √√
- This insurance serves to protect both the injured party and the negligent driver who caused the injuries. √√
- The protection afforded to the injured party is that there will be compensation irrespective of whether the negligent driver is rich or poor, insured or uninsured. √√
- The RAF only indemnifies the driver to compensate for losses suffered due to bodily injuries sustained, or the death of a person and not for damage to property. √√
- The RAF pays compensation to drivers, passengers and pedestrians who are injured in accidents provided that the accident is as a result of someone else's negligent driving. √√
- Amendments to the RAF in August 2008 are as follows:
 - Claims only for serious injuries sustained as determined by medical experts. √√
 - Claims for loss of income are limited to R160 000 a year. √√
 - In the case of death by road accident, dependants are limited to a maximum claim of R160 000 irrespective of the number of dependants. √√
 - Claims for secondary emotional shock like witnessing a road accident is no longer considered. √√
 - Claims for medical expenses are limited to the rates charged at public health centres. √√

Any other relevant answer regarding the provisions of the RAF

Heading	(2)
Discussion (any 4 x 2)	(8)
Maximum	(10)

NOTE: Any two types of compulsory insurance x 10 = 20 marks

6.5 Distinguish between Compulsory and Non-Compulsory Insurance. Compulsory Insurance:

- This type of insurance is made compulsory by legislation, e.g. the Unemployment Insurance Fund, Compensation for Occupational Injuries and Diseases and the Road Accident Fund. √√
- These are legal requirements that companies must adhere to by making the necessary payments for premiums into the necessary fund accounts. √√
- This insurance protects both defendants (e.g. employers) and claimants (e.g. employees). √√
- Compensation for claims is paid out of the fund accounts. √√
- Any other relevant answer related to compulsory insurance. **(any 3 x 2) (6)**

Non-Compulsory Insurance:

- This is not mandatory by legislation. √√
- This depends on the ability of the business to overcome the losses resulting, e.g. fire, storm damage, theft, burglary, etc. √√

- The above risks can be shifted to insurance companies for a premium. ✓✓
- Any other relevant answer relating to non-compulsory insurance. **(any 3 x 2) (6)**

6.6 Explain why certain insurances must be made compulsory.

- To protect the enterprise against claims from employees. ✓✓
- To provide compensation for employees during unemployment, injuries sustained in the workplace. ✓✓
- Provide for compensation for injuries, death of breadwinners in road accidents. ✓✓
- Any other relevant answer related to reasons why certain insurances are compulsory. **(any 3 x 2) (6)**

6.7 Conclusion

- From the above discussion it is clearly evident that compulsory insurance as per legislation ie. UIF, COIDA and RAF is of vital importance to provide security and indemnification for claimants. ✓
- Furthermore business persons must understand the consequences of under-insurance and non-insurance in terms of losses incurred for e.g. fire, theft, burglary etc. ✓
- Should the business person have no insurance, there would be no claim and the businessperson must bear the loss. ✓
- Any appropriate conclusion. **(any 2 x 1) (2)**

Breakdown of mark allocation:

Details	Maximum	Reduced to	Subtotal	Total	
Introduction			3	MAXIMUM 32	
Unemployment Insurance Fund	Heading 2 Discussion 8	ANY 2 TYPES OF COMPULSORY INSURANCE (2 X 10) (Max) = 20	34		
Compensation for Occupational Injuries and Diseases	Heading 2 Discussion 8				
Road Accident Fund	Heading 2 Discussion 8				
Distinguish between compulsory and non-compulsory insurance	Compulsory 6 Non-compulsory 6				Max 8
Explain why certain insurances should be made compulsory.	Discussion 6	Max 6			
Conclusion			2		
INSIGHT * (LASO)					
Layout					2
Analysis, Interpretation					2
Synthesis				2	
Originality, Examples				2	
TOTAL MARKS				40	

NOTE: Allocate zero marks for originality/examples if Workman's Compensation Act is used.

LASO – For each component

Allocate 2 marks if all requirements are met.

Allocate 1 mark only if some of the requirements are met.

Allocate 0 marks where requirements are not met at all.

QUESTION 7 (LO3 AS3)**7.1 Introduction**

- Enterprises realise that they cannot exist in isolation, but interact with the various environments. ✓
- Many institutions in South Africa have their own code of conduct and a commitment to ethical and professional behaviour. ✓
- Codes of practice have been developed to ensure that these issues are being addressed. ✓
- Any other relevant introduction related to the question.

(3 x 1)**7.2 Description of concepts/principles****7.2.1 Ethics**

- Ethics refers to a set of values that are morally acceptable in society which define right, good and fair actions. ✓✓
- Business ethics refers to rules and principles which influence the best business practice. ✓✓
- Businesses develop their own code of ethics for best practice. ✓✓
- Any relevant description of the concept of ethics.

(any 2 x 2) (4)**7.2.2 Professional behaviour**

- This is a set of standards of expected practices eg. treating people with respect ✓✓
- Specific occupational practices have developed their own code of professionalism. ✓✓
- Any relevant description of the concept of professional behaviour.

(any 2 x 2) (4)**AND/OR****7.2.3 Principles of ethical and professional behaviour**

- Personal benefit to the individual. ✓✓
- Social benefit to society. ✓✓
- Benevolence to help those in need. ✓✓
- Paternalism in helping those to pursue their interest. ✓✓
- Principle of not doing harm to others. ✓✓
- Honesty and not to deceive others. ✓✓
- Lawfulness in order to obey the law. ✓✓
- Principle of justice for legal recourse, fair compensation etc. ✓✓
- Autonomy and freedom of a person's actions. ✓✓
- Principle of rights to life, information, privacy, free expression and safety. ✓✓
- The Board of Directors is responsible for shareholders investment. ✓✓
- Each business should create a framework within which it operates. ✓✓
- Organisational structure must be well outlined. ✓✓
- Risk management must be incorporated in the management operations. ✓✓
- Assurance processes. ✓✓

- Issues of sustainability. ✓✓
 - Any other relevant principle of ethical and professional behavior.
- Any (4 x 2) (8)
Max for question 7.2 (8)

7.3 Practical examples to explain the various issues:

7.3.1 Taxation ✓✓

- The government needs revenue from taxation to provide essential services such as housing, education, infrastructure development and medical care. ✓✓
- Professional behaviour for businesses in this regard would be for businesses not to evade tax by falsifying financial records. ✓✓
- Company tax, VAT and personal income tax are some of the main sources of income for the government. ✓✓
- Tax evasion is illegal in South Africa and is regarded as a crime punishable with a fine or even a prison sentence. ✓✓
- The SARS oversees the collection of tax. ✓✓

Comment

- Recently tax collection in South Africa have exceeded budget expectations. ✓✓
- This has been streamlined with the introduction of the SAP system. ✓✓

Any other answer relating to the issue and its application.

Heading (2)
Facts (any 2 x 2) (4)
Comment (any 1 x 2) (2)
Max. (8)

7.3.2 Sexual harassment ✓✓

- This is any sexual advance, gesture or remark that causes a person to feel intimidated and threatened. ✓✓
- Sexual harassment is prohibited by labour legislation and companies must educate its employees on this issue. ✓✓
- Sexual harassment is a basic violation of human rights which usually happens when someone has power over another person and abuses his/her position. ✓✓
- Sexual harassment occurs when a superior offers a promotion or a raise in salary in return for sexual favours from the subordinate. ✓✓
- The affected party is usually afraid to report it because of victimisation. ✓✓

Comment

- Increase in the number of sexual violations and the courts are addressing these issues. ✓✓

Any other answer relating to the issue and application.

Heading (2)
Facts (any 2 x 2) (4)
Comment (any 1 x 2) (2)
Max. (8)

7.3.3 Pricing of goods in rural areas ✓✓

- It is good business practice and professional behaviour to have the same price for goods in urban and rural areas. ✓✓
- Big businesses are reluctant to open outlets in rural areas because of poor returns on their investment. ✓✓
- It is common practice for people in rural areas to pay higher prices for goods which in most cases are of inferior quality. ✓✓
- Prices of goods in these areas are generally based on the personal characteristics of the consumers. ✓✓

Comment

- Government is focusing on infrastructure development in rural areas. ✓✓
- This includes shopping centres. ✓✓

Any other answer relating to the issue and application.

Heading	(2)
Facts (any 2 x 2)	(4)
Comment (any 1 x 2)	(2)
Max.	(8)

7.3.4 Unfair advertising ✓✓

- The Advertising Standards Authority (ASA) regulates advertising and protects the interests of the public. ✓✓
- Advertisements should be honest and should not abuse consumers' trust or lack of knowledge. ✓✓
- Some businesses use misleading advertising to consumers so that they can get more value for their money by supporting their products. ✓✓
- Consumers are encouraged to lodge written complaints to the ASA regarding unethical advertising practices. ✓✓
- Examples of unethical practice: advertising second-hand goods as new. ✓✓

Comment

- The ASA is the watchdog and several advertisements have been withdrawn. ✓✓

Any other answer relating to the issue and application.

Heading	(2)
Facts (any 2 x 2)	(4)
Comment (any 1 x 2)	(2)
Max.	(8)

7.3.5 Unauthorised use of funds ✓✓

- Fraud is the theft or misuse of money that belongs to the employer. ✓✓
- Fraud increases the cost of doing business, affects competition and discourages investors by adjusting prices upwards to absorb the losses. ✓✓
- Business must conduct educational work amongst employees about the impact of fraud and understand that fraud prevention is a collective responsibility. ✓✓
- Systems must be in place to reduce fraud, for eg. by internal audit and risk management. ✓✓

- People who are entrusted with the collection of large amounts of money have misappropriated money for personal gain. √√

Comment:

- Fraud cases have been highlighted in the media. √√
- Several cases have been heard in court regarding fraud. √√

Any other answer relating to the issue and application.

Heading	(2)
Facts (any 2 x 2)	(4)
Comment (any 1 x 2)	(2)
Max.	(8)

7.3.6 Abuse of working time √√

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

Comment:

- Many of these issues have been addressed through grievance procedures. √√

Any other answer relating to the issue and application.

Heading	(2)
Facts (any 2 x 2)	(4)
Comment (any 1 x 2)	(2)
Max.	(8)

NOTE: Consider the following responses:

- **Affirmative action and diversity in business.**
- **Technology and innovation.**
- **Price fixing.**
- **Misuse of business assets/resources**
- **Disposal of waste.**

7.4 Conclusion:

- Policies and legislation which have been implemented must be continually monitored and improved to lead to a successful business. √
- Profitability is regularly affected by each of the above issues. √
- Any appropriate conclusion.

(2 x 1 = 2)

Breakdown of mark allocation:

Details	Max	Subtotal	Total
Introduction		3	Max 32
Description of ethics	4	64	
Description of professional behaviour	4		
Principles of ethics and professional behaviour	8		
Practical examples to explain the various issues			
Taxation	8		
Sexual harassment	8		
Pricing of goods in rural areas	8		
Unfair advertising	8		
Unauthorised use of funds	8		
Abuse of work time	8		
Conclusion		2	
INSIGHT			
Layout			2
Analysis, interpretation			2
Synthesis			2
Originality, examples			2
TOTAL MARKS			40

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

QUESTION 8 (LO 4 AS 3)

Note: There are other approaches when presenting answers to QUESTION 8.

Option 1: *Illustrated in memorandum*

Option 2: *Using three steps*

1. *Recruitment*
2. *Selection*
3. *Placement*

Option 3: *Using four steps*

1. *Recruitment*
2. *Selection*
3. *Placement*
4. *Induction*

Whilst these approaches may be acceptable under the circumstances prevailing, every attempt should be made to ensure that the marks are allocated according to the breakdown indicated at the end of this question.

NOTE: Consider Manpower Planning as one of the steps.

8.1 Introduction

- Human resources management involves the process of finding the appropriate worker with the relevant skills to fill a particular vacancy to meet the goals of the enterprise.√
- This process involves recruitment, selection, interviews, induction and placement.√
- Human Resources Management is an ongoing management function.√
- Any other relevant introduction relating to human resource management.

(any 3 x 1) (3)

8.2 Human Resource Steps (Option 1)**8.2.1 Recruitment**√√

- If external, select the relevant recruitment source eg, from recruitment agencies, tertiary institutions or placing an advertisement in the newspaper.√√
- The advertisement must be prepared with the relevant information eg. name of the company, contact details, name of the person to be contacted regarding the vacancy.√√
- Place the advertisement in the appropriate media.√√
- Job Analysis √√
Job analysis entails job description and job specification.√√
- Job Description √√
This entails what an employee will be doing when appointed to the position. √√
- Job Specification√√
Describes the characteristics, skills and qualifications needed to fill the vacancy. √√
- Any relevant answer relating to recruitment.

Significance

- A decision must be made as to whether the recruitment should be internal or external or both.√√

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.2 Selection/Shortlisting√√

- Drawing up criteria stating factors such as skills, characteristics and experience that are applicable to the post. √√
- Select the most suitable candidates from the application forms (CV). √√
- Compile a list of shortlisted candidates who are the most suitable for the job. √√
- Inform shortlisted candidates to present themselves for an interview. √√
- Any relevant answer regarding the selection/shortlisting process.

Significance

- Selection is the process of sifting the appropriate candidate for the specific vacancy.√√

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.3 Interviews √√

- The interviewer must be thoroughly prepared for the interview process such as venue, time, preparation of questions, etc. √√
- The candidates must be made to feel at ease. √√
- This process should be recorded/minuted for reference purposes. √√
- The candidates must also be given an opportunity to respond and ask questions. √√
- Any other relevant answer regarding interviews. √√

Significance

- The main purpose of interviews is to determine the suitability of the applicant to the job against the information provided in his/her CV/application. √√

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.4 Employee contracts√√

- Once a candidate is appointed, the candidate will receive a letter of appointment and a contract of employment. √√

- The letter of appointment is an offer to the chosen candidate to work for a particular employer. √√
- The contract of employment is a contract between the employer and the employee which binds both the employer and the employee. √√
- The contract of employment should be in writing. √√
It must include the following:
 - Date of appointment. √√
 - Salary as agreed upon. √√
 - Number of days leave in a financial year. √√
 - Specification of work to be done. √√
 - Attire and behaviour codes, etc. √√

Significance

- The employment contract binds the employer and the employee in terms of the contract. √√
- Should there be disputes etc. in term of employment then the parties can consult the employment contract. √√

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.5 Induction/Orientation √√

- Introduce him/her to the work he/she is going to perform. √√
- The purpose is to make him/her feel comfortable and secure in the job. √√
- He/she should also be introduced to company practices and policies. √√
- Any other relevant answer regarding induction/orientation.

Significance

- This is the process of introducing the new worker to the company, the department/section in which he/she will work, his/her supervisors and colleagues. √√

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.6 Placement √√

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

Significance

- This is the process of placing the worker where he will be productive in terms of his abilities and skills. √√

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.7 Training √√

- Addressing gaps in prior experience. √√
- Policies and procedures. √√
- Operationalising the culture, vision and strategy plan. √√
- Any other relevant answer regarding training.

Significance

- Provides the employee with skills that will allow him/her to perform his duties as per job description. √√

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.8 Retrenchment √√

- Necessary for streamlining and analysing expenditure during periods of downturn in the economy. √√
- Ensure that the process is conducted in a way that does not damage the quality of performance of company operations. √√
- It is done objectively according to company policy. √√
- Any other relevant answer regarding retrenchment.

Significance

- This will impact on the enterprise as some key personnel may be retrenched as a result of the economy, etc. √√

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.2.9 Succession Planning √√

- Ensures continuity when employees leave the company as a result of different reasons. √√
- It also helps in addressing areas of performance that needs attention. √√
- Any other relevant answer regarding succession planning.

Significance

- This step will ensure that key personnel are well informed within the enterprise. √√

Heading	2
Discussion (any 3 x 2)	6
Significance	2
Maximum	8

8.3 Should Human Resource Managers follow the various activities/steps at all times.

Yes. √√

Motivation

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

Yes	2
Motivation	2
Max.	(4)

No. √√

Motivation

- The human resource manager can outsource this recruitment process by using Labour consultants. √√
- Some of the steps could be skipped for internal recruitment. √√
- The nature and complexity of the work. √√
- The size of the undertaking and manpower requirements. √√
- Head hunting for preferred candidates. √√
- Any other relevant motivation related to the steps.

Yes	2
Motivation	2
Max.	(4)

8.4 Conclusion

An effective human resource recruitment process will ensure a low employee turnover for the company. √

This activity must ensure that the appropriate candidate with the relevant skills and experience is appointed to the post to enable the company to achieve its goal. √

Any other appropriate conclusion.

(any 2 x 1) (2)

Breakdown of mark allocation:

Details	Maximum		Subtotal	Total
Introduction			3	
Recruitment	Heading	2	Max 8	MAXIMUM 32
	Discussion	6		
	Significance	2		
Selection/Short listing	Heading	2	Max 8	
	Discussion	6		
	Significance	2		
Interviews	Heading	2	Max 8	
	Discussion	6		
	Significance	2		
Employee Contracts	Heading	2	Max 8	
	Discussion	6		
	Significance	2		
Induction/Orientation	Heading	2	Max 8	
	Discussion	6		
	Significance	2		
Placement	Heading	2	Max 8	
	Discussion	6		
	Significance	2		
Training	Heading	2	Max 8	
	Discussion	6		
	Significance	2		
Retrenchment	Heading	2	Max 8	
	Discussion	6		
	Significance	2		
Succession Planning	Heading	2	Max 8	
	Discussion	6		
	Significance	2		
Follow activities/steps	Yes/No	2	Max 4	
Motivation	Motivation	2		
Conclusion			2	
INSIGHT * (LASO)				
Layout				2
Analysis, Interpretation				2
Synthesis				2
Originality, Examples				2
TOTAL MARKS				40

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

TOTAL SECTION C: 80

GRAND TOTAL: 300