



Learn Xtra

BUSINESS STUDIES

GRADE 12

exam school 2012

The Department of Basic Education proudly endorses
the Mindset Learn Spring School programme



basic education

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INTRODUCTION

Have you heard about Mindset? Mindset Network, a South African non-profit organisation, was founded in 2002. We develop and distribute quality and contextually relevant educational resources for use in the schooling, health and vocational sectors. We distribute our materials through various technology platforms like TV broadcasts, the Internet (www.mindset.co.za/learn) and on DVDs. The materials are made available in video, print and in computer-based multimedia formats.

At Mindset we are committed to innovation. In the last three years, we have successfully run a series of broadcast events leading up to and in support of the Grade 12 NSC examinations

Now we are proud to announce our 2012 edition of Spring School. During Spring School we will provide revision lessons in seven subjects - Mathematics, Physical Sciences, Life Sciences, Mathematical Literacy, English 1st Additional Language, Accounting and Geography. In Exam School, we'll also add in lessons for Economics and Business Studies.

This year we've increased the number of topics we'll be covering for each exam paper. In each one hour session, our expert teachers will give you study tips and work through detailed solutions to questions taken from recent previous examination papers. During Spring School we'll also have a 1½ hour live show for each subject – that's two live shows every day! To get the most out of these shows, we need you to participate by emailing us questions, calling in or posting on twitter, peptxt or facebook. Look out for the daily competition questions too. There are great prizes to be won!

You asked us for late night study sessions and that's what we've planned! If you can't watch our Spring School during the day, we'll repeat the day's programmes from 10:30 pm starting with a repeat of the live show.

GETTING THE MOST FROM SPRING SCHOOL

This year, you'll find the exam overviews and more tips and hints in this booklet. So make sure you read through this booklet and use it to revise. Before you watch the broadcast of a topic, read through the questions for the topic and try to answer them without looking up the solutions. If you get stuck and can't complete the answer don't panic. Make a note of any questions you have. When watching the session, compare the approach you took to what the teacher does. Don't just copy the answers down but take note of the method used. If you still don't understand post your question on Facebook – you'll get help from all the other Mindsetters on the page. You can also send an email to helpdesk@learnxtra.co.za and we'll get back to you within 48 hours.

Make sure you keep this booklet. You can re-do the questions you did not get totally correct and mark your own work. Exam preparation requires motivation and discipline, so try to stay positive, even when the work appears to be difficult. Every little bit of studying, revision and exam practice will pay off. You may benefit from working with a friend or a small study group, as long as everyone is as committed as you are.

If you find Mindset Learn Xtra Spring School a useful way to revise and prepare for your exams, we'll be doing in Exam School too. We've included more topics so you'll be really well prepared for each exam paper. We'll start broadcasting Exam School from 15 October from 10:30pm. We've also scheduled more live broadcasts in the afternoon from two days before you are due to write the exams. So don't miss out. See the schedules on pages 5 - 8.



www.learnxtra.co.za

We are pleased to announce that we'll be running special radio broadcasts on community radio stations in Limpopo, Eastern Cape and KZN. This programme is called MTN Learn. Find out more details at www.mtnlearning.co.za. You can also listen online or download radio broadcasts of previous shows. Tuning into radio will give you the chance to learn extra!

Mindset believes that the 2012 Learn Xtra Spring School will help you achieve the results you want. All the best to the Class of 2012!

CONTACT US

We want to hear from you. So let us have your specific questions or just tell us what you think through any of the following:



LearnXtra



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BROADCAST SCHEDULES

Exam School (Dstv and Toptv 319)

13 November

13:30	<i>Part 1 Compulsory Short Questions & Case Studies</i>
14:30	<i>Part 2 Theory Questions</i>
15:30	<i>Live</i>
17:00	<i>Part 1 Compulsory Short Questions & Case Studies</i>
22:30	<i>Live (Repeat)</i>

14 November

24:00	<i>Part 1 Compulsory Short Questions & Case Studies</i>
01:00	<i>Part 2 Theory Questions</i>
04:00	<i>Part 1 Compulsory Short Questions & Case Studies</i>
05:00	<i>Part 2 Theory Questions</i>



PREPARING FOR EXAMINATIONS

1. Prepare well in advance for all your papers and subjects. You need to start your planning for success in the final examination now. You cannot guarantee success if you only study the night before an exam.
2. Write down the date of your prelim and final exam so that you can plan and structure a study time table for all your subjects.
3. Set up a study time-table according to your prelim and final Grade 12 exam time-table and stick to your study schedule. If you study a small section every day, you will feel you have achieved something and you will not be as nervous by the time you have to go and write your first paper.
4. Your study programme should be realistic. You need to spend no more than 2 hours per day on one topic. Do not try to fit too much into one session. When you cover small sections of work often, you will master them more quickly. The broadcast schedule may help you to make sure you have covered all the topics that are in the exam.
5. When studying don't just read through your notes or textbook. You need to be active by making summary checklists or mind maps. Highlight the important facts that you need to memorise. You may need to write out definitions and formulae a few times to make sure you can remember these. Check yourself as often as you can. You may find it useful to say the definitions out aloud.
6. Practise questions from previous examination papers. Follow these steps for using previous exam papers effectively:
 - Take careful note of all instructions - these do not usually change.
 - Try to answer the questions without looking at your notes or the solutions.
 - Time yourself. You need to make sure that you complete a question in time. To work out the time you have, multiply the marks for a question by total time and then divide by the total number of marks. In most exams you need to work at a rate of about 1 mark per minute.
 - Check your working against the memo. If you don't understand the answer given, contact the Learn Xtra Help desk (email: helpdesk@learnxtra.co.za).
 - If you did not get the question right, try it again after a few days.
7. Preparing for, and writing examinations is stressful. You need to try and stay healthy by making sure you maintain a healthy lifestyle. Here are some guidelines to follow:
 - Eat regular small meals including breakfast. Include fruit, fresh vegetables, salad and protein in your diet.
 - Drink lots of water while studying to prevent dehydration.
 - Plan to exercise regularly. Do not sit for more than two hours without stretching or talking a short walk.
 - Make sure you develop good sleeping habits. Do not try to work through the night before an exam. Plan to get at least 6 hours sleep every night.



EXAM TECHNIQUES

1. Make sure you have the correct equipment required for each subject. You need to have at least one spare pen and pencil. It is also a good idea to put new batteries in your calculator before you start your prelims or have a spare battery in your stationery bag.
2. Make sure you get to the exam venue early - don't be late.
3. While waiting to go into the exam venue, don't try to cram or do last minute revision. Try not to discuss the exam with your friends. This may just make you more nervous or confused.
4. Here are some tips as to what to do when you receive your question papers:
Don't panic, because you have prepared well.
 - You are always given reading time before you start writing. Use this time to take note of the instructions and to plan how you will answer the questions. You can answer questions in any order.
 - Time management is crucial. You have to make sure that you answer all questions. Make notes on your question paper to plan the order for answering questions and the time you have allocated to each one.
 - It is a good idea always to underline the key words of a question to make sure you answer it correctly.
 - Make sure you look any diagrams and graph carefully when reading the question. Make sure you check the special answer sheet too.
 - When you start answering your paper, it is important to read every question twice to make sure you understand what to do. Many marks are lost because learners misunderstand questions and then answer incorrectly.
 - Look at the mark allocation to guide you in answering the question.
 - When you start writing make sure you number your answers exactly as they are in the questions.
 - Make sure you use the special answer sheet to answer selected questions.
 - Think carefully before you start writing. It is better to write an answer once and do it correctly than to waste time rewriting answers.
 - DO NOT use correction fluid (Tippex) because you may forget to write in the correct answer while you are waiting for the fluid to dry. Rather scratch out a wrong answer lightly with pencil or pen and rewrite the correct answer.
 - Check your work. There is usually enough time to finish exam papers and it helps to look over your answers. You might just pick up a calculation error.



PART I: COMPULSORY SHORT QUESTIONS & CASE STUDIES

Question 1: (Adapted from Nov 2011, NSc, Question 1.1)

Various options are provided as possible answers to the following questions. Choose the correct answer.

- 1.1 Wholesalers in the tertiary sector usually have ... control over challenges in the macro-environment.
 - A little
 - B some
 - C no
 - D complete
- 1.2 A group of representatives made up of employees selected in an organisation that employs more than 100 workers and which encourages joint problem-solving between employer and employee:
 - A Shop stewards
 - B Workplace forum
 - C Staff meeting
 - D Congregation
- 1.3 The BBBEE Act targets several pillars for growth and development and ... is identified as one of the pillars.
 - A ownership
 - B capital
 - C quality of performance
 - D insurance
- 1.4 An example of unprofessional and unethical behaviour is ...
 - A selling second-hand goods as new.
 - B employing unskilled workers.
 - C increasing prices in line with competitors.
 - D finding a substitute for the competitor's product.
- 1.5 Which ONE of the following is an expense for the business?
 - A Rent income
 - B Interest on a fixed deposit
 - C Interest on a loan
 - D Debentures
- 1.6 An induction programme has to do with ONE of the following:
 - A Training an employee to operate an existing machine
 - B Welcoming new employees to the company and preparing them for their new responsibilities and roles
 - C Manpower planning
 - D BBBEE



- 1.7 Sipho has recently received an amount of R2 000 as a dividend from an investment with MTN. This investment was in the form of ...
- A a fixed deposit.
 - B bonds.
 - C shares.
 - D fixed property.
- 1.8 When an employer and employees cannot agree on demands for an increase in salary and better working conditions, they can refer these matters to the ...
- A welfare court.
 - B lock-out clause.
 - C workplace forum.
 - D CCMA.
- 1.9 This legislation ensures that qualified people from designated groups have equal opportunities in the workplace:
- A Affirmative action
 - B Unemployment Insurance Act
 - C Industry Charter
 - D COIDA
- 1.10 Employees enjoy tax rebates when contributing towards this fund:
- A Unemployment insurance
 - B Lottery
 - C Motor Vehicle Accident Fund.
 - D Retirement Annuity Fund.

(10 x 2) (20)

Question 2: (Adapted from Nov 2011, NSc, Question 1.2)

Choose the correct word(s) from those given in brackets.

- 2.1 A (SWOT analysis/job analysis) is a tool for auditing a business and its environment.
- 2.2 The (shareholders/board of directors) are responsible for the management of public companies.
- 2.3 The (code of ethics/instruction manual) is a written document stating the principles and values which the business/organisation upholds.
- 2.4 The (Labour Relations Act/Skills Development Act) makes provision for different SETAs to train the labour force.
- 2.5 A worker is not allowed to work overtime for more than (13 hours/ 10 hours) a week.

(5 x 2) (10)



Question 3: (Adapted from Nov 2011, NSc, Question 1.3)

Choose a description from COLUMN B that matches a term in COLUMN A.

COLUMN A	COLUMN B
3.1 Go-slow strike	A helps to achieve the vision of the company
3.2 Job description	B MXit
3.3 Iron-safe clause	C standards and behaviour for a particular occupation
3.4 Professionalism	D workers work at a slower pace than normal so that they deliberately do not meet the production quota
3.5 Mission	E stipulates that the books or stock records of the business should be kept in a fire-proof safe
	F describes the actual job requirements
	G organised stay-away from work by workers whereby they are prepared to forfeit their income

(5 x 2) (10)

Question 4: (Adapted from Nov 2011, NSc, Question 2.1)

Read the case study below and answer the questions that follow.

JJ TAXIS

John and Jim started a taxi service running from Soweto to the Johannesburg city centre. They borrowed money from a bank to buy four new taxis and named their business JJ Taxis. Many government departments made use of their services.

Their turnover for the past year was lower than for the previous five years. The Governor of the Reserve Bank announced an increase of 1% in the prime interest rate. Green Light Taxi Service, a new competitor, has just launched its business and many government departments cancelled their bookings with JJ Taxis.

- 4.1 Name the sector in which JJ Taxis operates. (2)
- 4.2 Identify any TWO challenges from the case study. Name the environment that EACH challenge belongs to and also the extent to which JJ Taxis



Question 4.2 must be answered according to the headings given in the table below.

	CHALLENGES	ENVIRONMENT	EXTENT OF CONTROL
A			
B			

(6)

Question 5: (Adapted from Nov 2011, NSc, Question 2.3)

Study the advertisement below and answer the questions that follow.

TAX ADVISER: LIMPOPO

Career enrichment and job fulfilment for qualified tax professionals. The company does not discriminate on the basis of gender, race or religion and supports inclusivity.

The position includes the following areas of responsibility:

- Managing and developing a team of tax advisers
- Investment/Financial planning

The following requirements must be met by the candidates:

- BCom degree
- Certificate in financial planning
- Suitable management experience of at least one year in the financial services industry

Remuneration will depend on the level of experience and ability of the candidate and is market-related.

- 5.1 State THREE factors that the tax advisor will consider when applying for the job. (6)
- 5.2 Does this vacancy comply with the Employment Equity Act? Motivate your answer. (6)
- 5.3 Briefly outline the procedure that the human resource manager must follow before the tax advisor is employed. (14)



PART II: THEORY QUESTIONS

Question 1: (Adapted from Nov 2011, NSc, Question 2.2)

Explain FOUR ways in which the employer/manager can help to reduce the stress levels of employees in the workplace. (12)

Question 2: (Adapted from Nov 2011, NSc, Question 3.1)

Give any THREE reasons why a partnership could be regarded as a good form of ownership. (6)

Question 3: (Adapted from Nov 2011, NSc, Question 3.2)

State any FIVE entrepreneurial qualities that a successful business is measured against. (10)

Question 4: (Adapted from Nov 2011, NSc, Question 3.3)

Name FOUR characteristics of a team that successfully achieves its goals. (8)

Question 5: (Adapted from Nov 2011, NSc, Question 3.4)

Describe any FOUR aspects that may lead to conflict in a workplace. (12)

Question 6: (Adapted from Nov 2011, NSc, Question 4.1)

List any FIVE steps which a business organisation should follow in order to solve problems which might arise in the workplace. (10)

Question 7: (Adapted from Nov 2011, NSc, Question 4.2)

The following strategies are used by different businesses to overcome specific challenges. Identify the type of strategy used for each of the following scenarios:

- 7.1 A business enterprise sells two delivery vehicles to pay its creditors. (2)
- 7.2 New Look furniture factory buys a farm with tree plantations. (2)
- 7.3 A South African business that has been selling designer clothing in South Africa only, is now selling their products in France. (2)
- 7.4 A cellphone shop starts to sell microwave ovens. (2)
- 7.5 An existing communication company charges lower rates per call than other companies. (2)

Question 8: (Adapted from Nov 2011, NSc, Question 4.3)

State any FOUR functions of trade unions. (8)



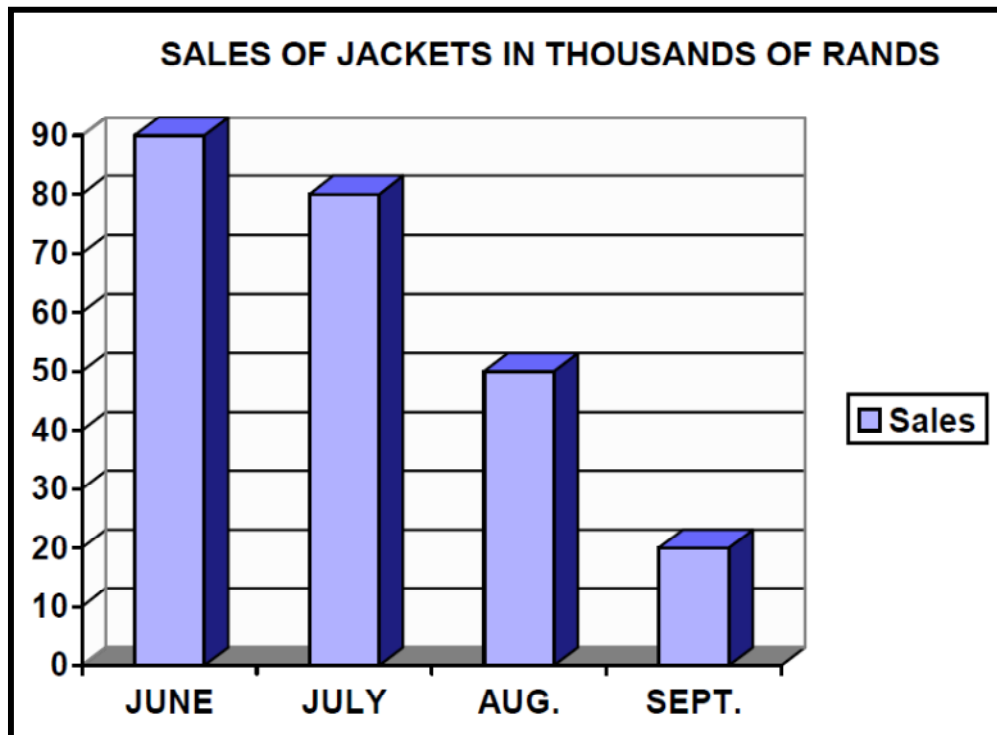
Question 9: (Adapted from Nov 2011, NSc, Question 4.5)

Discuss how the pricing of goods in the rural areas and sexual harassment could challenge ethical and professional behaviour. Also recommend how these forms of unethical behaviour can be addressed by business organisations.

(12)

Question 10: (Adapted from Nov 2011, NSc, Question 4.6)

Study the graph below and answer the questions that follow.



- 10.1 Identify the type of graph presented above. (2)
- 10.2 Which month represents the highest sales? Give TWO possible reasons for your answer. (6)
- 10.3 Name TWO strategies which you could use to improve the sales performance for September. (4)



SOLUTIONS TO PART I

Question 1: (Adapted from Nov 2011, NSc, Question 1.1)

- 1.1 C ✓✓
- 1.2 B ✓✓
- 1.3 A ✓✓
- 1.4 A ✓✓
- 1.5 B/C ✓✓ (The nature of the business may be a bank)
- 1.6 B ✓✓
- 1.7 C ✓✓
- 1.8 D ✓✓
- 1.9 A ✓✓
- 1.10 D ✓✓

(10 x 2) (20)

Question 2: (Adapted from Nov 2011, NSc, Question 1.2)

- 2.1 SWOT analysis ✓✓
- 2.2 Board of directors ✓✓
- 2.3 Code of ethics ✓✓
- 2.4 Skills Development Act ✓✓
- 2.5 10 hours ✓✓

(5 x 2) (10)

Question 3: (Adapted from Nov 2011, NSc, Question 1.3)

- 3.1 D ✓✓
- 3.2 F ✓✓
- 3.3 E ✓✓
- 3.4 C ✓✓
- 3.5 A ✓✓

(5 x 2) (10)

Question 4: (Adapted from Nov 2011, NSc, Question 2.1)

- 4.1 Tertiary sector/ Formal sector/Private sector. ✓✓
- 4.2

(1 x 2) (2)



CHALLENGE	ENVIRONMENT	EXTENT OF CONTROL
Started a Taxi service✓	Micro environment/ Market environment✓	Full control Limited control✓
Bought four Taxis✓	Micro environment Market environment Macro environment✓	Full control/ delay the purchase of taxis✓ Limited control/ Research the best deal. ✓ No control✓
Increase in interest rate by the Reserve Bank. ✓	Macro business environment. ✓	No control / Limited / e.g. lobby with government and other stakeholders. ✓
New competitor (Green Light Taxi services). ✓	Market business environment. ✓	Limited / e.g. Has an influence in this environment/lower tariffs. ✓
Government departments cancelled bookings. ✓	Market business environment. ✓	Limited control / e.g. Can influence to a certain extent/special discounts for government departments.✓
Borrowed money from the bank. / Loan✓	Micro environment Market environment. Macro environment✓	Full control Limited control No control. e.g. engage partners for venture capital. ✓
Decline in sales turnover. ✓	Micro business environment. ✓	Full control / e.g. advertise aggressively. ✓

(2 x 3) (6)

Question 5: (Adapted from Nov 2011, NSc, Question 2.3)

5.1

- BCom degree/ Qualifications/ Job specification. ✓✓
- A certificate in financial planning. ✓✓
- Family ties. ✓✓
- Minimum of one year management experience in financial management. ✓✓
- Contract vs permanent employment. ✓✓
- Relocation from one city to another city. ✓✓
- Financial implications, e.g. salary. ✓✓
- Responsibility/ Job description. ✓✓
- Risks. ✓✓
- Morals and ethics. ✓✓
- Religion. ✓✓
- Gender. ✓✓
- Career pathing. ✓✓
- Affirmative action. ✓✓
- Infrastructure. ✓✓
- Any other relevant answer related to factors to be considered when applying for a job.

(Any 3 x 2) (6)



5.2

YES √√

Motivation:

- Supports inclusivity. √√
- Does not discriminate/ no bias on the basis of gender, race or religion. √√
- Any other relevant answer related to the Employment Equity Act.

Yes (2)

Motivation (Any 2 x 2) (4)

Max. 6

5.3

Option 1

- Constitute the selection committee. √√
- The human resources manager forms part of the interview panel. √√
- CVs must be scrutinised. Any applicant who does not meet the basic requirements should be rejected. √√
- Best candidates are short-listed. √√
- The short-listed candidates are invited for interviews and competency tests. √√
- Short-listed candidates are interviewed. √√
- Questions are asked to the candidates to establish their competency. √√
- Some business organisations/enterprises conduct psychometric tests. √√
- Results are then analysed and the best candidate is selected. √√
- Unsuccessful candidates are informed. √√
- The background and reference check on appointed candidate is carried out with his/her permission. √√
- If the result from the background check is favourable, the candidate is offered the job. √√
- If the results are not favourable, the process must be repeated/ second candidate may be considered. √√

Option 2

- Recruitment. √√
- Selection. √√
- Short-listing. √√
- Reference check. √√
- Interviews. √√
- Aptitude test. √√
- Medical test. √√
- Competency test. √√
- Psychometric test. √√
- Placement. √√
- Induction. √√
- Training. √√

Option 3

Award three marks for each step in option 2 when it is explained. (Maximum 14)

Any

(7 x 2) (14)



SOLUTIONS TO PART II

Question 1: (Adapted from Nov 2011, NSc, Question 2.2)

- Coaching and mentoring ✓✓ e.g. proper guidance to employees. ✓
- Conducting performance appraisal ✓✓ e.g. recognising and appreciating good work done by employees. ✓
- Incentives and rewards ✓✓ e.g. paying fair wages and salaries/ offering a bonus. ✓
- Offering market related salary packages. ✓✓ e.g. providing allowances to employees for housing, medical, etc. ✓
- Counselling ✓✓ e.g. referring affected employees to professionals for assistance. ✓
- Team building ✓✓ e.g. taking employees out for team building exercises ✓
- Rehabilitating ✓✓ e.g. referring employees who have problems with drugs and/or alcohol to rehabilitation centres. ✓
- Undertaking staff development programs/in-service training ✓✓ e.g. training in new technology. ✓
- Good mental and physical health ✓✓ e.g. providing recreational facilities. ✓
- Better working conditions ✓✓ e.g. adequate lights ✓
- Open communication policies ✓✓ by engaging employees. ✓
- Management styles ✓✓ e.g. mentoring ✓
- Proper planning ✓✓ e.g. strategic plans. ✓
- Clear policies ✓✓ e.g. proper directions given. ✓
- No discrimination of workers ✓✓ e.g. treats all workers equally. ✓
- Redesigning jobs / Business process engineering ✓✓ e.g. simplifying tasks. ✓
- Any other relevant answer related to how businesses help to reduce stress levels of the employees.

Facts/Heading 2
Examples/Explanation 1
(Any 4 x 3)(12)

Question 2: (Adapted from Nov 2011, NSc, Question 3.1)

- Easy to establish and dissolve. ✓✓
- Inexpensive to establish. ✓✓
- Sharing of responsibilities and risks. ✓✓
- Makes provision for partners to make quick decisions/can easily adapt to various economic challenges. ✓✓
- Few legal requirements. ✓✓
- Direct control over your business matters. ✓✓
- More capital can be gained. ✓✓
- Creditworthiness is higher because partners are jointly and severally responsible for liabilities of the partnership. ✓✓
- Allows for specialisation / Combination of different skills. ✓✓
- Can be easily converted to another form of ownership/ Close Corporation or Company. ✓✓
- Any other relevant answer related to advantages of a partnership. (Any 3 x 2) (6)



Question 3: (Adapted from Nov 2011, NSc, Question 3.2)

- Good organisational, leadership and management skills. √√
- Creativity and ability to be innovative. √√
- Ability to take advantage of profitable opportunities. √√
- Energy, goal orientation and self motivation. √√
- Good interpersonal skills and ability to listen and work with others. √√
- Good communication skills. √√
- Confidence and belief in their capabilities. √√
- Having a good knowledge of the target market. √√
- Positive outlook. √√
- Combines factors of production. √√
- Manages resources effectively. √√
- Good future planning. √√
- Any other relevant answer related to the entrepreneurial qualities/characteristics of a successful business.

(Any 5 x 2)(10)

Question 4: (Adapted from Nov 2011, NSc, Question 3.3)

- Each member knows his/her role and responsibilities. √√
- There is mutual trust amongst team members. √√
- The members respect the opinions/contributions of other members. √√
- Members take decisions together. √√
- There are open communication lines between members on a regular basis. √√
- Members have clear and achievable goals. √√
- Support one another. √√
- Clear understanding of tasks and deadlines. √√
- Have necessary skills and respects each other skills. √√
- Common desire to achieve goals. √√
- Members must practice loyalty to the organisation. √√
- Members share the success of the team. √√
- Any other relevant answer related to characteristics/qualities of a successful team.

(Any 4 x 2) (8)

Question 5: (Adapted from Nov 2011, NSc, Question 3.4)

- Lack of communication between employer and employee √√ e.g. management makes changes without informing employees. √
- Differences in goals and objectives √√ e.g. differences in values/vested interest. √
- Personnel matters √√ e.g. unhealthy working conditions/stressful working environment. √
- Unequal treatment of employees √√ e.g. where management favours certain employees. √
- Personality clashes √√ e.g. where people of different personalities fail to work together. √



- Discrimination in the workplace ✓✓ e.g. discrimination against workers based on gender, race or religion. ✓
- Differences in values ✓✓ e.g. an employee who refuses to work overtime because he wants to attend to his personal matters ✓
- Different management styles ✓✓ e.g. autocratic v/s democratic. ✓
- Insufficient/unclear policies ✓✓ e.g. uncertainty amongst workers. ✓
- Competing for resources ✓✓ e.g. limited finances/equipment etc. ✓
- Unfair distribution of resources ✓✓ e.g. favouritism ✓
- Poor interpersonal relations between colleagues. ✓✓ e.g. members, groups, departments, other businesses and suppliers. ✓
- Pressures from different stakeholders. ✓✓ e.g. Shareholders vs. unions. ✓
- Any other relevant answer related to the causes of conflict.

Heading 2
Example 1
(Any 4 x 3) (12)

Question 6: (Adapted from Nov 2011, NSc, Question 4.1)

OPTION 1

- Identify the problem/Define the problem. ✓✓
- Assess the cause of the problem
- Collect as much information as possible about the problem. ✓✓
- Identify possible solutions to the problem/ alternatives. ✓✓
- Facilitate a discussion amongst the persons involved with the problem/ analyse the alternative solutions ✓✓
- Select the best solution. ✓✓
- Develop an action plan. ✓✓
- Implement the suggested solution. ✓✓
- Monitor the implementation and evaluate the chosen solution to the problem / monitor the results. ✓✓

Accept "Ignore the problem "

OPTION 2

- Analyse the conflict
- Determine the conflict – management strategy
- Pre-negotiation
- Negotiation
- Post-negotiation

OPTION 3

Accept grievance/disciplinary procedure steps (Any 5 x 2) (10)

Question 7: (Adapted from Nov 2011, NSc, Question 4.2)

- | | | |
|-----|---|-----|
| 7.1 | Divestiture/ Defensive strategy ✓✓ | (2) |
| 7.2 | Backward integration ✓✓ | |
| | Accept vertical integration | (2) |
| | NOTE: Only the word "integration" equals one mark | |
| 7.3 | Market development/ intensive strategy ✓✓ | (2) |



- 7.4 Horizontal diversification/diversification/conglomerate ✓✓ (2)
7.5 Market penetration/intensive ✓✓ (2)

Question 8: (Adapted from Nov 2011, NSc, Question 4.3)

- Increase bargaining power by canvassing for more members. ✓✓
 - Discourage discrimination in the workplace/ ensure that workers are treated fairly. ✓✓
 - Secure better benefits for members ✓✓
 - Protect the rights of employees in the workplace. ✓✓
 - Resolve grievances and settle disputes in the workplace. ✓✓
 - Negotiate and bargain for wage increases/ collective bargaining. ✓✓
 - Represent their members at grievance and disciplinary hearings/Represent the workers at the workplace. ✓✓
 - Improve and negotiate better working conditions for workers. ✓✓
 - Maintenance and the promotion of the interests of its members.
 - To express the views and the aspirations of the employees through workplace forums. ✓✓
 - To promote, support and unite trade unions / to organise and unite the employee workforce of the various industries into one strong body. ✓✓
 - Any other relevant answer related to functions of trade unions.
- (Any 4 x 2) (8)

Question 9: (Adapted from Nov 2011, NSc, Question 4.5)

Pricing of goods in rural areas

- Prices of goods and services in the rural areas are higher than those in the urban areas. ✓✓
- Little or no competition (no other sellers) / some businesses are the only suppliers of goods and services, therefore they charge higher prices. ✓✓
- Lack of infrastructure results in businesses having no competition. ✓✓
- Lack of monitoring by regulatory bodies on legislated/recommended prices. ✓✓
- Most businesses hire transport to buy stock from far places which result in them charging higher prices. ✓✓
- Any other relevant answer related to the pricing of goods in rural areas.

Recommendations

- Constant monitoring by regulatory bodies especially when prices are fixed.
- Government should improve infrastructure in rural areas ✓✓
- Businesses in rural areas should be encouraged to charge fair and market related prices for goods and services ✓✓
- Businesses should gain customer loyalty and patronage by avoiding unethical practices ✓✓
- Any other relevant answer related to how businesses can address pricing of goods in rural areas.

Discussion Any (2 x 2) (4)
Recommendation Any (1 x 2) (2)



Sexual harassment

- This refers to any sexual advance, gestures or remarks that cause a person to feel intimidated/threatened at work. √√
- It includes request for sexual favours in return for employment benefits. √√
- It includes physical/ verbal advances or jokes e.g. touching in a sexually expressive manner. √√
- Refers to violation of basic human rights normally by person misusing his/her position of authority against the other. √√
- Any other relevant answer related to sexual harassment.

Recommendations

- Implement complaints and disciplinary procedures √√
- Educate employers on sexual harassment matters. √√
- Formulate a policy regarding sexual harassment √√
- Create a good working condition where all employees' rights and dignity are respected √√
- After internal enquiries, serious cases/matters on sexual harassment should be reported to appropriate institutions such as the South African Police Services. √√
- Ensures compliance with the law. √√
- Any other relevant answer related to how businesses can address sexual harassment.

Discussion Any (2 x 2) (4)
Recommendation Any (1 x 2) (2)
Max. (12)

Question 10: (Adapted from Nov 2011, NSc, Question 4.6)

10.1

Bar graph √√ (2)

10.2 June √√ (2)

Motivation:

- It is winter season during June. √√
- Many people buy jackets because of the cold weather. √√
- Many retail shops could offer sales discounts. √√
- Jackets could be in fashion. √√
- Highest sales (R90 000) in June. √√
- Any other relevant motivation for highest sales in June. (Any 2 x 2)(4)
Max. (6)



10.3

- Sell products that could be adapted for use in different seasons/versatile products. √√
- Diversification of products. √√
- Offer sales discount / market penetration√√
- Intensify marketing efforts. √√
- Expand business to other areas that experience cold weather/ market development√√
- Redefine target market. √√
- Any other relevant strategy (type/practical way) on improving sales during September.

(Any 2 x 2)(4)