

ST. AUGUSTINE'S - BELMONT JULY 2008

PAPER 1: MEMO.

Grade 12 Business Studies MEMO

Question 1

1.1	✓✓
1.2	A✓✓
1.3	C✓✓
1.4	E✓✓
1.5	H✓✓
1.6	D✓✓
1.7	G✓✓
1.8	M✓✓
1.9	F✓✓
1.10	N✓✓

[20 marks]

Question 2

2.1	D✓✓
2.2	A✓✓
2.3	C✓✓
2.4	D✓✓
2.5	A✓✓
2.6	A✓✓
2.7	D✓✓
2.8	B✓✓
2.9	D✓✓
2.10	A✓✓

[20 marks]

Question 3

- 3.1 TRUE ✓✓
- 3.2 TRUE ✓✓
- 3.3 FALSE - Workplace forums focus on joint problem solving and decision making ✓✓
- 3.4 FALSE - 7 days notice is required ✓✓

[10 marks]

Question 4

- 4.1 Viability of product ✓✓
- Strength of competitors ✓✓
- Size of potential market
- Stability of resources

4.2 Through regular talent audits ✓✓
Appropriate retention and development plans are initiated ✓✓

2 x 2 marks

2 x 2 marks

4.3 Each of the following steps (1 mark each) with a good description of the step (1 mark) [16 marks]

- > Receipt of Application forms ✓✓
- > Initial screening of forms ✓✓
- > CV evaluation - Draw up a short list ✓✓
- > Reference check of short listed applicants ✓✓
- > Interview ✓✓
- > Various Tests and Examinations ✓✓
- > Letter of appointment ✓✓
- > Employment Contract ✓✓

4.4 The EE Act was passed to prevent unfair discrimination on the basis of race, religion gender etc.

Every employer is required to promote equal opportunities in the work place. ✓✓
Wootworths needs to ensure that their workforce is fully representative. ✓✓
Wootworths would have to make every attempt to employ people who have previously been disadvantaged. This includes woman, disabled, black (coloured and Indian) [2 x 2 marks]

4.5 (Answer need NOT be in tabular form) [10 marks]

EE	Emphasis on creating jobs for all previously disadvantaged people ✓✓	BEE	Emphasis on empowering black to
	Enforced by EE committee within business based on Labour Guideline ✓✓		• Get into management ✓✓
			• Become Shareholders ✓✓
			Judged on BSC for each particular type of industry ✓✓

[2 marks]

[2 marks]

[2 marks]

4.8

- Replace packaging and other material with bio-degradable products ✓✓
- Be aware of the source of products and raw materials (consider issues such as lab testing on animals, child labour, deforestation etc.) ✓✓
- Recycle where possible + explanation ✓✓
- Cut down on the use of paper. + explanation
- ANY OTHER relevant point

[3 x 2 marks]

Question 5

5.1 Freedom of Association ✓✓ [2 marks]

5.2 Market Environment ✓✓ [2 marks]

5.3 Any valid / good explanation e.g [6 marks]

By fostering good relationships between management and trade unions ✓✓
By maintaining open communication channels ✓✓

By being "open" to discussions with Trade Unions ✓✓
By adhering to BCEA

5.4.1 [6 marks]

- Very poor example of a slide ✓
- Heading – Slide 1 – unacceptable - ✓
- Many spelling mistakes on the slide – management, listening ✓
- Slide far to cramped and "busy" ✓
- Graphs and table are "meaningless" ✓
- Too much information given – should be in point form ✓

5.4.2 [10 marks]

- Correctly states that at least two employees need to strike for it to be declared a strike ✓✓
- The issue over which they strike must be a work related issue that involves the employee and the employer ✓✓
- While striking might involve COMPLETE refusal to work, a go slow, intermittent strike or work to rule strike also qualifies as a strike ✓✓
- Striking employees cannot lose their jobs UNLESS they are guilty of misconduct during the strike ✓✓
- An employer does NOT have to pay striking employees ✓✓

5.5 For dismissal to be fair – has to meet requirements of [6 marks]

- Substantive fairness – relating to : ✓✓
 - Misconduct ✓
 - Incapacity (Unable to perform duties owing to illness etc) ✓
 - Operational Reasons (e.g retrenchment)
- Procedural fairness – correct procedure needs to be followed ✓✓

5.6 Performance appraisal gives management the opportunity to develop [5 marks]

- A plan of action to improve skills where needed ✓
- Set goals with / for individual employees ✓
- Give recognition for progress or good work ✓
- Communicate with individual workers ✓
- Give the worker an opportunity to voice concerns or grievances ✓
- Gives the worker an opportunity to discuss career prospects

5.7 Conciliation occurs when parties in dispute get together with a neutral party and try to reach agreement on the issue. The neutral party acts as a facilitator and does not MAKE the decision. ✓✓
Arbitration occurs when a dispute is referred to a neutral third party who decides who is right – The decision made is binding on both parties. ✓✓ [4 marks]

5.8 Unfair discrimination includes discrimination based on race, gender, sexual orientation, age, disability, religion, political opinion, culture, language, marital status or family responsibility. ✓✓

- Two exceptions:
- Affirmative Action – Policy to advance employees who have been disadvantaged by unfair discrimination prior to 1994. ✓✓
 - Exclusion due to inherent requirements of job. ✓✓ [6 marks]

5.9.1 The South African Qualifications Authority ✓

5.9.2 National Economic Development and Labour Council ✓
5.9.3 Occupational Health and Safety Act ✓

[3 marks]

Question 6

6.1 No all managers are not good leaders. [4 marks]

- Managers have power and authority because of position ✓✓
- Leaders inspire people and have power due to expertise or mastery ✓✓

6.2 Prejudice – Having preconceived ideas about people – perhaps because of race, gender, culture, age etc. ✓✓
- relevant example ✓

Diversity – Celebrating differences and working them together. A diverse group brings more ideas etc to the table. ✓✓

- relevant example ✓ [6 marks]

6.3

- TEAM BUILDING exercises, ✓✓
- Educating the workers about the different cultures, traditions, beliefs etc of their co - workers ✓✓ [4 marks]

6.4.1 Recommended medium of communication:

➤ Oral ✓✓

Managers can convey an emotional message
Can allow for questions

Can gauge the reaction etc. of the audience and speak accordingly ✓✓

- Would be very useful to include a "written" component here in the form of a presentations – perhaps Power Point – visuals very useful in conveying message

➤ Written ✓✓ After the oral presentation it would be useful to give all employees documentation on the proposed CSR project to study and consider. ✓✓

- Any Appropriate / relevant answer [8 marks]

6.4.2

- Management should explain how social problems will eventually affect the business detrimentally. The business therefore has to take a proactive stance. ✓✓
- Morally businesses are obliged to get involved in socio-economical problems – and they very often have the resources and expertise available. ✓✓
- Government is less likely to get involved if business get involved in CSR initiatives of their own accord. ✓✓
- It is good for the businesses public image to be seen to be involved in a 'solid' and sustainable program. ✓✓ [8 marks]

ANY OTHER RELEVANT POINTS

- 6.5 > While this is a generous concept, and no doubt one that the children would enjoy, it has no long term benefits. ✓✓ [4 marks]
- > To make a real difference in the community, the project should assist the people in becoming more self-sufficient – perhaps by helping them establish a vegetable garden that they could manage themselves – and thus produce the ingredients for soup to feed the children on an ongoing basis. ✓✓

ANY OTHER RELEVANT POINT

6.6

Stages	[16 marks]						
	0	1	2	3-4	5-6	7-8	
	No attempt made to answer the question, or answered incorrectly	The learner attempted to answer the question, but was only able to identify one of the stages that the team goes through	The learner referred to only 2 of the stages	The learner referred to at least 3 of the stages	The learner referred to at least 4 of the stages	The learner referred to all the stages – forming, storming, norming, performing, adjourning (including mourning and transforming)	
Description of stages	No attempt made to discuss characteristics of the stages in the dynamics of the team or answered incorrectly	The description of the stages in the dynamics of the team is inadequate.	An attempt to describe the characteristics of the various stages – but not detailed, sometimes incomplete or unclear.	A good description of what at least 3 of the stages involve. Recall of specific characteristics of each stage e.g storming stage – very volatile, norming – calm after the storm where team briefing	A good description of what the various stages involve. Good recall of specific characteristics of each stage e.g storming stage – very volatile, norming – calm after the storm where team briefing	An excellent description of what each stage involves. Detailed recall of specific characteristics of each stage e.g storming stage – very volatile, norming – calm after the storm where team briefing occurs	