



# education

Department:  
Education  
REPUBLIC OF SOUTH AFRICA

KWAZULU NATAL DEPARTMENT OF EDUCATION  
GREENBURY SECONDARY SCHOOL  
BUSINESS STUDIES  
2016 MARCH CONTROLLED TEST

**GRADE 12**

**EXAMINER:** MRS R GOVENDER

**DURATION:** 1½ HOUR

**DATE** : 14 March 2016

**MODERATOR:** MRS R NAIDOO

**MARKS:** 150

**NAME OF LEARNER:**

**GRADE/DIV.:**

## INSTRUCTIONS TO LEARNER'S

**THIS QUESTION PAPER CONSISTS OF 3 SECTIONS, 6 QUESTIONS AND 6 PAGES.**

1. Read each question carefully, and answer accordingly.
2. Section A is **compulsory**, use the special answer sheet to answer this section.
3. Section B – choose **any 2 questions** to answer from this section.
4. Section C – choose **any 1 essay** to answer from this section.
5. Write neatly and legibly.
6. Start every question on a new page.
7. **Tick (v) the questions** you have answered in the column provided on your special answer sheet.
8. Use the table below as a guide when answering the paper.

SECTION	QUESTIONS	MARKS ALLOCATED	TIME ALLOCATION
A {compulsory}	1	30	10 MINS
B {Answer any 2 questions}	2	40	25MINS
	3	40	25MINS
	4	40	25MINS
C {Answer any 1 question}	5	40	30 MINS
	6	40	30 MINS

**SECTION A (COMPULSORY)****QUESTION 1**

**1.1 Four options are provided as possible answers to the following questions. Choose the answer and write ONLY the letter (A – D) next to the question number on the Special Answer Sheet. EG. 1.1.6 B**

- 1.1.1 Which one of the following statements is TRUE regarding creativity?**  
A) Distraction like noise inhibit our ability to focus and think creatively.  
B) Creativity is something that cannot be developed.  
C) Only intelligent people are creative.  
D) Only artistic people are creative.
- 1.1.2 Which one of the following is NOT a force of Porter's**  
A) Competitive rivalry  
B) The market  
C) New entrant on the market  
D) Threat of substitution
- 1.1.3 A score card is used to assess how well a business complies with the requirements of?**  
A) ETQA  
B) SETA  
C) BBBEE  
D) Employment Equity
- 1.1.4 Labour intensive industries such as agriculture and mining have started to experience the effects of HIV/AIDS on their labour forces. Which one of the following macro component is being described here?**  
A) Technological environment  
B) Economic environment  
C) Social environment  
D) Physical environment
- 1.1.5 \_\_\_\_\_ recruitment is when existing employees are recruited to fill a vacancy within an organization.**  
A) Internal  
B) External  
C) General  
D) Staff

**[5 x 2 = 10 marks]**

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**P.T.O./...1.2**

**1.2** Match the terms in Column A with the descriptions in Column B. Write only the correct alphabet on the Special Answer sheet.

COLUMN A	COLUMN B
1.2.1 Learnership	A) Compulsory scheme created by the government.
1.2.2 Indigenous knowledge	B) A pool of funds members can use for their health expenses.
1.2.3 Equity	C) Involves practical work experience.
1.2.4 Creative thinking	D) All employees receive the same treatment.
1.2.5 Unemployment insurance fund	E) Knowledge and skills that people in a particular geographical area possess.
	F) Leads to original ideas that are used to solve business challenges.
	G) A choice between alternatives.

[5 x 2 = 10 marks]

**1.3** Choose the correct word(s) from those given in brackets. Write ONLY the word(s) next to the question number on the Special Answer Sheet.

- 1.3.1 (Resignation/Dismissal) is when an employee chooses to leave the business.
- 1.3.2 (Integration/Intensive) strategies focus on improving the efficiency of the business's processes by extending the business activities.
- 1.3.3 A (skill programme/learnership) is usually a workplace learning programme that is supported by an educational institution, and through which a worker can get a qualification while working.
- 1.3.4 An employee's (gross/net) salary is the amount that the employee earns before the deductions are taken off.
- 1.3.5 The (Delphi Technique/Nominal Group Technique) is a brainstorming process where the participants suggest solutions and then vote on them.

[5 x 2 = 10 marks]

**TOTAL SECTION A: 30 MARKS**

**P.T.O./...SECTION B**

**SECTION B**  
**ANSWER ANY TWO(2) QUESTIONS**

**QUESTION 2 – BUSINESS ENVIRONMENTS**

**2.1 READ THE CASE STUDY BELOW AND ANSWER THE QUESTIONS THAT FOLLOW:**

**SACHEN'S BRICKS AND TILES**

Sachen's Bricks and Tiles specialized in the manufacturing of bricks and floor tiles. They have 20 workers who are directly involved in the manufacturing process. Cameron, one of the employees, was injured at work and lost his arm despite all the necessary health and safety requirements being in place. Cameron demanded that he be paid for losing his arm.

Sachen's Bricks and Tiles refused to pay Cameron arguing that it was not the business's responsibility to compensate workers for injuries sustained while they are on duty.

- 2.1.1 Name and explain the Act that allows Cameron to claim for compensation. (4)
- 2.1.2 Do you think Cameron's demand for compensations is justified? Support your opinion with a reason. (2)
- 2.1.3 Explain the procedure that Cameron must follow to claim for compensation. (6)
- 2.1.4 Discuss the consequences for Sachen's Bricks and Tiles for not complying with the Act identified in question 2.1.1. (6)
- 2.1.5 State any THREE(3) advantages of this Act for businesses in general. (6)
- 2.2 Justify the introduction of broad-based black economic empowerment (BBBEE). (4)
- 2.3 Businesses operate in diverse communities and they have a diverse workforce. Discuss the obligations of businesses in terms of their broad-based approach with specific reference to Inclusivity. (6)
- 2.4 Evaluate the impact of the Consumer Protection Act, 2008 (Act 68 of 2008) on businesses. (6)
- [40 marks]**

**P.T.O./...QUESTION 3**

**QUESTION 3 – BUSINESS ROLES**

**3.1 Identify the problem – solving technique described in each of the following instances:** (6)

- 3.1.1 Shanya engaged in a role-play conversation with an imaginary person in the other chair to clarify the advantages and disadvantages of a proposed solution to a problem.
- 3.1.2 The management of Jared's Bed and Breakfast has requested a group of experts to complete questionnaires to help them solve certain business problems.
- 3.1.3 All members first generate ideas on their own and then share their ideas with other group members.

3.2 Evaluate the effectiveness of brainstorming to solve business problems. (8)

3.3 Explain the meaning of ethics and professionalism. (4)

3.4 Name the seven characteristics of good corporate governance (the King Code). (14)

3.5 Discuss the strategies that could be used to address ethical and professional issues in the workplace. (6)

3.6 Identify TWO(2) ways sexual harassment can be prevented in the workplace. (2)

[40 marks]

**QUESTION 4 – MISCELLANEOUS**

4.1 Evaluate the impact of the Basic Conditions of Employment Act, (Act 75 of 1997) on business operations. (8)

4.2 Explain the following types of strategies, and also give an example of each:

4.2.1 Defensive strategies (4)

4.2.2 Forward vertical integration (4)

4.3 Read the scenario below and answer the questions that follow:

Westwood Clothing Ltd manufactures school uniforms in Kokstad. Management is concerned about the high levels of absenteeism amongst employees. Although the business is well managed, they also experience cash flow problems.

4.3.1 Identify the business environment affected by the challenges in the above scenario. (2)

4.3.2 Quote, from the scenario, the challenges that Westwood Clothing Ltd are experiencing. (4)

4.3.3 Suggest ways in which the business can address the challenges identified in Question 4.3.2. (4)

4.4 List the **FIVE(5)** steps/stages of the strategic management process. (10)

4.5 Identify **FOUR(4)** ways and employment contract can be terminated. (4)

[40 marks]

P.T.O./...SECTION C

**SECTION C -**  
**ANSWER ANY ONE(1) ESSAY**

**QUESTION FIVE – BUSINESS ENVIRONMENTS**

Nawaaz's Stores have been experiencing a decline in sales due to a loss of customers to competitors. The management of Nawaaz's Stores decides to conduct a planning session to come up with strategies to increase sales and to attract customers.

Identify **TWO** challenges from the above scenario, faced by Nawaaz's Stores and formulate **TWO** possible strategies to these challenges, that can be in the business's strategic planning.  
Discuss how Nawaaz's Stores can **apply the Porter's Five Forces model** to analyse their market environment.

[40 marks]

**QUESTION SIX – BUSINESS OPERATIONS**

You have just been appointed as the Human Resources Manager of a Manufacturing company. The CEO of the company has informed you of changes they intend on making in the company. You have identified an important vacancy in the marketing department, and must follow the correct steps to fill this position.

Explain in detail, the human resources procedures of **recruitment, selection and interviewing** that the HR manager can apply in order to identify the most suitable candidate.  
Discuss the **legalities of an employment contract** that both the employer and new employee should sign.  
Briefly outline the **contents** that should appear in the **employment contract**.

[40 marks]

**ALL THE BEST!!**



# education

Department:  
Education  
REPUBLIC OF SOUTH AFRICA

150

## BUSINESS STUDIES GRADE 12 SUGESSTED MEMORANDUM

100

NAME: \_\_\_\_\_ GRADE/DIV.: \_\_\_\_\_

### FOR EDUCATOR USE ONLY:

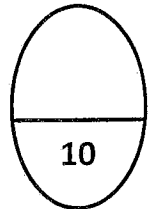
SECTION	QUESTIONS	TICK(v) THE QUESTIONS ANSWERED	MARKS ALLOCATED	LEARNER'S MARKS
A (COMPULSORY)	1		30	
	2		40	
B (ANSWER ANY 2 QUESTIONS)	3		40	
	4		40	
C (ANSWER ANY 1 ESSAY)	5		40	
	6		40	



*[Signature]*

**SECTION A****QUESTION 1.1 – MULTIPLE CHOICE**

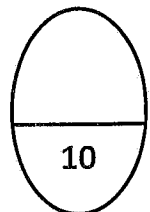
1.1.1	A //
1.1.2	B //
1.1.3	C //
1.1.4	C //
1.1.5	A //



10

**QUESTION 1.2 – TRUE AND FALSE**

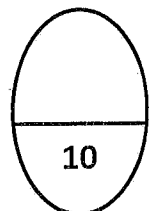
1.2.1	C //
1.2.2	E //
1.2.3	D //
1.2.4	F //
1.2.5	A //



10

**QUESTION 1.3 - CHOOSING**

1.3.1	RESIGNATION //
1.3.2	INTEGRATION //
1.3.3	LEARNERSHIP //
1.3.4	GROSS //
1.3.5	NOMINAL GROUP TECHNIQUE //



10



**SECTION B****QUESTION 2 – BUSINESS ENVIRONMENTS****2.1.1 NAME AND EXPLAIN THE ACT**

- Compensation for Occupational Injuries and Diseases Act (COIDA). ✓✓
- The purpose of this act is to provide compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, or for death resulting from such injuries or diseases and to provide for matters connected therewith. ✓✓
- Any other relevant answer related to the definition of COIDA.

**2.1.2 DEMAND FOR COMPENSATION & JUSTIFICATION**

- Yes
- COIDA supports Cameron's claim for compensation since he was injured while on duty. ✓✓
- COIDA prevents the employee/Cameron from suing his employer for damages as the employee can claim from the compensation fund.
- Cameron has fulfilled the health and safety requirements and will get compensation from the compensation fund.

**2.1.3 PROCEDURE FOR COMPENSATION**

- The employee must report the accident that caused the injury before the end of his shift. ✓✓
- The employer must send the employee to a doctor/hospital and request a report. ✓✓
- The employer should collect as much information about the accident and submit this to the Compensation Commissioner with an official claim form with 7 days. ✓✓
- The Compensation Commissioner must issue a claim number to the employer.
- The Compensation Commissioner must decide if the claim is valid, and if it is, must pay compensation.

**2.1.4 PENALTIES FOR NON-COMPLIANCE**

- Sachen's Bricks and Tiles can be fined for refusing to lodge the claim/not taking Sam to hospital/contravening the Act. ✓✓
- Sachen's Bricks and Tiles can be forced to make large payments if the business did not take the necessary precautions according to the Act. ✓✓
- The business can be forced to pay any recovery costs required by the Compensation Fund. ✓✓
- The employee can take the employer to court if the Compensation Fund does not pay out.
- If the business is found guilty of any misconduct, they will have to pay large penalties of face imprisonment.
- Any other relevant answer related to penalties for non-compliance.

**2.1.5 ADVANTAGES OF COIDA FOR BUSINESSES**

- Health and safety issue are constantly considered in the workplace. ✓✓
- The Act promotes health and safety in the workplace. ✓✓
- Employers are forced to take responsibility for injuries sustained at work. ✓✓
- All employees are protected by this Act on condition they comply with the necessary requirements of the Act.
- It sets and promotes a framework of acceptable employment practices and safety regulations.
- Any other relevant answer related to the advantages of COIDA.

**2.2 REASONS FOR INTRODUCTION OF BBBEE**

- The purpose of BBBEE is to enable wealth to be spread more broadly. ✓✓
- Through BBBEE the government strives to involve all businesses (profit and non-profit organizations). ✓✓
- BBBEE Act includes a wider group of previously disadvantaged people, such as black women, people with disabilities, youth and people living in rural areas through social-economic strategies such as management, ownership, employment equity, social responsibility, preferential procurement and enterprise development.

**2.3 INCLUSIVITY IN THE WORKPLACE**

- Inclusivity means giving everyone an equal opportunity. ✓✓
- No discrimination against anyone on the basis of race, gender, sexual orientation, disabilities and HIV/AIDS should be allowed. ✓✓
- A diverse workforce should represent the demographics of the country and should work together harmoniously to the benefit of the business and society. ✓✓
- Any other relevant answer related to inclusivity in the workplace.

**2.4 IMPACT OF CONSUMER PROTECTION ACT ON BUSINESSES**

POSITIVE IMPACT	NEGATIVE IMPACT
<ul style="list-style-type: none"> <li>• There is now only one law for protecting consumers and this make it easier to enforce and apply the law. ✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• Businesses must disclose more information about their products and processes.</li> </ul>
<ul style="list-style-type: none"> <li>• Protects the consumers from unfair, exploitative and aggressive business and marketing activities. ✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• The act encourages consumers to complain.</li> </ul>
<ul style="list-style-type: none"> <li>• Promotes consumer rights and ensures that businesses do not violate these rights ✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• Consumers can take advantage of businesses.</li> </ul>
<ul style="list-style-type: none"> <li>• Allows all consumers fair access to goods and services</li> </ul>	<ul style="list-style-type: none"> <li>• The processes and procedures required of the business can be expensive and time consuming.</li> </ul>
<ul style="list-style-type: none"> <li>• Any other relevant answer related to advantages of CPA.</li> </ul>	<ul style="list-style-type: none"> <li>• Any other relevant answer related to disadvantages of CPA</li> </ul>

**[TOTAL MARKS 40]**

**QUESTION 3 – BUSINESS ROLES**

<b>3.1. IDENTIFICATION OF PROBLEM SOLVING TECHNIQUES</b>
3.1.1 Empty – Chair Technique ✓✓
3.1.2 Delphi – Technique ✓✓
3.1.3 Nominal Group Technique ✓✓

<b>3.2 EFFECTIVENESS OF BRAINSTORMING TO SOLVE BUSINESS PROBLEMS</b>	
<b>POSITIVES/ADVANTAGES</b>	<b>NEGATIVES/DISADVANTAGES</b>
• Non-critical discussion takes place, where all ideas are considered ✓✓	• Discussions can be dominated by one strong team member.
• Team members can build on each other's ideas ✓✓	• Shy people may not give their inputs.
• Stimulates creative thinking ✓✓	• The team may lose out on brilliant ideas from shy people.
• Allows teams members to look at the problem in a different perspective. ✓✓	• Team members may criticize one another's ideas and this may create conflict.
• Any other relevant answer related to positives and negatives of brainstorming	
• Award marks if learner states positives or negatives.	

<b>3.3 EXPLANATION OF ETHICS AND PROFESSIONALISM</b>	
<b>ETHICS</b>	<b>PROFESSIONALISM</b>
• Refers to the moral set of values that a group of people would consider important. ✓✓	• Refers to the ethical and skilled behaviour that is appropriate within a particular work environment. ✓✓

<b>3.4 SEVEN CHARACTERISTICS OF GOOD CORPORATE GOVERNANCE</b>
• Fairness ✓✓
• Independence ✓✓
• Responsibility ✓✓
• Social responsibility ✓✓
• Transparency ✓✓
• Accountability ✓✓
• Discipline ✓✓

**3.5 STRATEGIES FOR ADDRESSING ETHICAL AND PROFESSIONAL ISSUES**

- The business's directors should read King III //
- Managers should create a code of conduct //
- They should also create a code of ethics //
- Managers should familiarize employees with the code of conduct and the code of ethics.
- When a business finds that instances of unethical and unprofessional behaviour have taken place, it should take action to fix this situation as much as possible.

**3.6 TWO WAYS SEXUAL HARASSMENT CAN BE PREVENTED IN THE WORKPLACE**

- Businesses should educate employees about sexual harassment. ✓
- It must also ensure that any affected party is not afraid to report it for fear of victimization. ✓
- Any other relevant answer related ways sexual harassment can be prevented in the workplace. ( )

**[TOTAL MARKS 40]**

**QUESTION 4 – MISCELLANEOUS**

<b>4.1 IMPACT OF BCEA ON BUSINESS OPERATIONS</b>	
<b>POSITIVES/ADVANTAGES</b>	<b>NEGATIVES/DISADVANTAGES</b>
<ul style="list-style-type: none"> <li>Promotes equal opportunity and fair treatment in employment. ✓✓</li> <li>Promotes fair treatment of employees in business ✓✓</li> <li>Prevents unfair discrimination, directly or indirectly against an employee in any employment policy. ✓✓</li> <li>Creates a framework of acceptable employment. ✓✓</li> <li>Encourages consultation between the employer and employees</li> <li>Outlines minimum requirements and forms the basis of employment contracts.</li> </ul>	<ul style="list-style-type: none"> <li>The process of ensuring that all employees have contracts can be time consuming.</li> <li>Some employers and employees may view contracts as negative restriction.</li> <li>Employees are legally restricted to maximum working hours and therefore cannot work longer, even if they chose to.</li> <li>Processes and procedures can be costly to business.</li> <li>Businesses face penalty fees if they do not comply.</li> <li>Some businesses regard the BCEA as unimportant and unnecessarily burdensome.</li> </ul>
<ul style="list-style-type: none"> <li><b>Any other relevant answer relating to impact of BCEA on businesses.</b></li> <li><b>Award marks if learner states positives or negatives.</b></li> </ul>	

<b>4.2 EXPLANATION AND EXAMPLE OF TYPES OF STRATEGIES</b>	
<b>DEFENSIVE STRATEGIES</b>	<b>FORWARD VERTICAL INTEGRATION</b>
<ul style="list-style-type: none"> <li>Strategies which are implemented by businesses when they want to restructure/rationalize the business due to economic reasons. ✓✓</li> <li>Examples: retrenchment/diverstiture/liquidation ✓✓</li> </ul>	<ul style="list-style-type: none"> <li>Involves the business buying another business further down the supply chain. ✓✓</li> <li>Example: a car manufacturer takes over a car retailing business. ✓✓</li> </ul>

**4.3.1 BUSINESS ENVIRONMENT AFFECTED BY CHALLENGES**

- Micro – environment ✓✓

**4.3.2 CHALLENGES WESTWOOD CLOTHING LTD ARE EXPERIENCING FROM SCENARIO**

- High levels of absenteeism ✓✓
- Cash flow problems ✓✓

4.3.3 WAYS TO ADDRESS THE ABOVE CHALLENGES	
HIGH LEVELS OF ABSENTEEISM	CASH FLOW PROBLEMS
<ul style="list-style-type: none"> <li>Put strict control measures on leave. ✓</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular internal and external financial audits. ✓</li> </ul>
<ul style="list-style-type: none"> <li>Implement 'no work no pay' policy for unreported absenteeism. ✓</li> </ul>	<ul style="list-style-type: none"> <li>Provide/organize continuous training to financial management and their staff. ✓</li> </ul>
<ul style="list-style-type: none"> <li>Involvement of other stakeholders/trade unions/workplace forums to assist in controlling the situation.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that accounting recording procedures are in place and followed accurately.</li> </ul>
<ul style="list-style-type: none"> <li>Find out from the employee the reasons for absenteeism.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and stick to accurate budgets.</li> </ul>
<ul style="list-style-type: none"> <li>Refer the employee to wellness programme advisors or counseling if the absenteeism is due to personal problems.</li> </ul>	<ul style="list-style-type: none"> <li>Any other relevant answers.</li> </ul>
<ul style="list-style-type: none"> <li>Any other relevant answer</li> </ul>	

4.4 FIVE STEPS/STAGES OF THE STRATEGIC MANAGEMENT PROCESS		
• Stage 1	Setting the mission and objectives	✓✓
• Stage 2	Conduct environmental scanning and analysis	✓✓
• Stage 3	Strategy formulation	✓✓
• Stage 4	Strategy implementation	✓✓
• Stage 5	Strategy evaluation and control (monitoring)	✓✓

4.5 FOUR WAYS AND EMPLOYMENT CONTRACT CAN BE TERMINATED	
• Retrenchment	✓
• Resignation	✓
• Retirement	✓
• Dismissal	✓

[TOTAL MARKS 40]

**SECTION C****QUESTION 5 – BUSINESS ENVIRONMENTS****INTRODUCTION**

- Businesses should conduct a strategic management process in order to devise effective strategies that are relevant to identified challenges.
- A strategy is a plan of action to address an opportunity or to solve a problem.
- Porter's Five Forces model helps the business to understand/analyse/consider both the strength of its current competitive position and the advantages of a position it is considering moving into in its market.
- Porter's Five Forces model assumes that there are five important forces that determine competitive power in its market environment of a business. (any 2 x 1 = 2)

**CHALLENGES FACED BY BUSINESS**

- Decline in sales.
- Loss of customers. (2 x 1 = 2)

**SUGGESTED STRATEGIES NAWAAZ CAN USE TO OVERCOME THE CHALLENGES**

- Nawaaz can launch an intensive advertising campaign (intensive strategies).
- Improve the quality of his products.
- Sell his products at lower prices.
- Take over/merge with similar business enterprises.
- Nawaaz can develop new products and sell them in new markets (Diversify).
- Any other relevant answer. (any 2 x 2 = 4)

**PORTER'S FIVE FORCES****POWER OF SUPPLIERS**

- Suppliers refer to all Nawaaz's suppliers of e.g. raw materials/equipment/transport services etc.
- Nawaaz must assess the power of the supplier to drive up the prices.
- Suppliers that manufacture products may decide to sell directly to consumers and thus may have power over Nawaaz's business.
- Any other relevant answer.

Name: (2)

Discussion: (6)

[max. 8]

**POWER OF BUYERS**

- Nawaaz must assess how easy it is for his buyers to drive prices down.
- Buyer power will depend on the number of buyers, the importance of each buyer for Nawaaz's business and the cost of switching to other products/services.
- If Nawaaz's business is dealing with a few powerful buyers, then they are often able to dictate terms to the business.
- Any other relevant answer.

Name: (2)

Discussion: (6)

[max. 8]

**COMPETITIVE RIVALRY**

- Competitors refer to businesses selling/rendering the same/similar products or services.
- Nawaaz must find out how many competitors there are in the market and how strong they are.
- If Nawaaz's competitors have unique products/services, then they have great power over Nawaaz's business or in the market.
- Any other relevant answer.

Name: (2)

Discussion: (6)

[max. 8]

**THREAT OF SUBSTITUTION**

- Substitute products/services are other products/services that can completely or partly satisfy the same needs of consumers and can be used to replace Nawaaz's products/services.
- If Nawaaz's products can easily be substituted, this weakens the power of his business in the market.
- Substitute products can cause Nawaaz's business to reduce/lose the market share completely.
- Any other relevant answer.

Name: (2)

Discussion: (6)

[max. 8]

**THREAT OF NEW ENTRANTS**

- The power Nawaaz's business has in the market will depend on how easy it is for new competitors to enter the market.
- If Nawaaz's business is highly profitable it may attract more investors, which will put him in a more competitive position.
- If the barriers to enter Nawaaz's market are low, then it will be easy for other businesses to enter the market.
- Any other relevant answer.

Name: (2)

Discussion: (6)

[max. 8]

**CONCLUSION**

- If Nawaaz clearly understands where his power is, his business can reap the benefits of the aspects where he is strong, and improve on the aspects where he has weaknesses.

[max. 2]

FACTS	32
LAYOUT	2
ANALYSIS	2
SYNTHESIS	2
ORIGINALITY	2



**QUESTION 6 – BUSINESS OPERATIONS****INTRODUCTION**

- The human resources manager is responsible for recruiting and appointing competent and skilled employees.
- It is important that the human resources manager follows correct and fair procedures in recruiting, selecting and interviewing.
- If selection and interviewing are properly done, the best candidate for the job will be appointed.
- Any other relevant introduction.

**(2 x 1 = 2)****RECRUITMENT PROCESS/PROCEDURE**

<b>STEPS</b>		<b>EXPLANATION</b>
<b>1.</b>	<b>ANALISE THE JOB</b>	➤ Create a job description and a job specification for the position.
<b>2.</b>	<b>DECIDE ON THE RECRUITMENT SOURCES</b>	➤ Decide whether the company wants to fill the position through internal or external recruitment.
<b>3.</b>	<b>COMPOSE THE ADVERTISEMENT</b>	➤ State the type of person the company is looking for, the skills required, the closing date for applications and how the person should apply.
<b>4.</b>	<b>PLACE THE ADVERTISEMENT</b>	➤ Advertisements can be placed in shop windows, on notice boards, in newspapers and on websites etc. places appropriate to the job.

**STEPS: (2)****EXPLANATION: (2)****[max. 8]****SELECTION PROCESS/PROCEDURE**

<b>STEPS</b>		<b>EXPLANATION</b>
<b>1.</b>	<b>SORT APPLICATIONS</b>	➤ The applicants skills must be compared to those required by the advertisement. The applications by people who meet the requirements must be separated from those people who do not.
<b>2.</b>	<b>COMPILE A SHORLIST</b>	➤ The interviewer should decide on the most suitable applicants.
<b>3.</b>	<b>CONDUCTING PRELIMINARY INTERVIEWS AND RELEVANT TESTS</b>	➤ Medical, personality or skills based tests may be conducted.
<b>4.</b>	<b>CONDUCTING THE MAIN INTERVIEWS</b>	➤ The interviewer and interviewee have the chance to ask more in depth questions
<b>5.</b>	<b>CHOOSE THE MOST APPROPRIATE CANDIDATE</b>	➤ The interviewer must identify the person best able to do the advertised job.
<b>6.</b>	<b>CONDUCT BACKGROUND CHECKS</b>	➤ A check must be performed to see that the person who seems to be the best applicant is being truthful about his/her characteristics, skills and qualifications.

7. <b>OFFER THE JOB TO THE CHOSEN CANDIDATE</b>	➤ An offer letter is sent to the selected applicant. Unsuccessful applicants should be informed that their application was unsuccessful, unless the advertisement stated otherwise.
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STEPS: (2)

EXPLANATION: (2)

[max.14]

**INTERVIEW PROCESS/PROCEDURE**

STEPS	EXPLANATION
1. <b>MAKING A CONNECTION</b>	➤ The interviewer must try to make the applicant feel at ease, while also assessing the first impressions that person makes.
2. <b>COLLECTING INFORMATION FROM THE APPLICANT</b>	➤ The interviewer must ask relevant and comprehensive questions so he/she can decide whether the person is the best applicant.
3. <b>ANSWERING THE APPLICANT'S QUESTIONS/QUERIES</b>	➤ The applicant will probably have a number of questions about the business and the position, and there should be a chance for him/her to have these questions answered.

STEPS: (2)

EXPLANATION: (2)

[max. 6]

**LEGALITIES OF THE EMPLOYMENT CONTRACT**

- Employment contract is an agreement between the employer and the employee and is legally binding.
- It may not contain any requirements that are in conflict with BCEA.
- Aspects of the employment contract can be re-negotiated during the course of employment.
- Employer and employee must agree to any changes to the contract.
- The employment contract should include a code of conduct and code of ethics.
- No party may unilaterally change aspect of the employment contract.
- The HR manager must explain the terms and conditions of the employment contract to the employee.
- Conditions of employment, duties and responsibilities of the employees must be stipulated clearly.
- All company policies, procedures and disciplinary codes/rules can form part of the employment contract.
- Employers must allow the employees to thoroughly read through the contract before it is signed.
- Any other relevant answer.

(2 x 2 = 4)

**CONTENTS OF AN EMPLOYMENT CONTRACT**

- The personal details of the employee (e.g. name, address and ID number)
- The details of the business or employer (e.g. name, address and contact number)
- The title of the position
- A description of what the job entails
- The hours and conditions of work
- The salary package
- The benefits
- The overtime arrangements
- The leave to which the employee is entitled
- How to terminate the contract

(3 x 1 = 3)

**CONCLUSION**

- The goals and objectives of businesses cannot be achieved without qualified and skilled employees.
- The human resources manager must ensure that employees are well motivated, trained and committed to perform their duties.

**(2 x 1 = 2)**

<b>FACTS</b>	<b>32</b>
<b>LAYOUT</b>	<b>2</b>
<b>ANALYSIS</b>	<b>2</b>
<b>SYNTHESIS</b>	<b>2</b>
<b>ORIGINALITY</b>	<b>2</b>

