



basic education

Department:
Basic Education
REPUBLIC OF SOUTH AFRICA

BUSINESS STUDIES

EXAMINATION GUIDELINES

SENIOR CERTIFICATE (SC)

GRADE 12

2015

These guidelines consist of 31 pages.

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1. INTRODUCTION

The Curriculum and Assessment Policy Statement (CAPS) for Business Studies outlines the nature and purpose of the subject Business Studies. This guides the philosophy underlying the teaching and assessment of the subject in Grade 12.

The purpose of these Examination Guidelines is to provide clarity on the depth and scope of the content to be assessed in the Grade 12 Senior Certificate (SC) Examination in Business Studies.

These Examination Guidelines should be read in conjunction with:

- A resumé of subjects for the Senior Certificate
- Curriculum and Assessment Policy Statements for all approved subjects

2. ASSESSMENT IN GRADE 12

2.1 GRADE 12: SUMMARY FORMAT/OUTLINE OF THE EXAMINATION QUESTION PAPER

SECTION	TYPE OF QUESTIONS	MARKS	TIME (minutes)	COGNITIVE LEVEL(S)
A	<p>Compulsory Covers ALL TOPICS (20 short questions x 2)</p> <p>Different types of short and objective questions using various assessment style and covering the entire curriculum, e.g. multiple-choice, match columns, choose the correct word in brackets, etc.</p>	40	30	Mostly levels 1–2 (Understanding & Remembering)
B	<p>Choose any THREE questions in this section. (60 mark x 3 questions)</p> <p>FIVE questions will be set. Each question will cover a main topic and the fifth question will cover all four main topics (a miscellaneous question).</p> <p>These questions should cover the entire curriculum. Rubrics can be used in the marking of these questions, together with a marking memorandum. Applicable action verbs in this section are, for example discuss, motivate, compare, distinguish, explain, critically evaluate, justify, suggest, recommend, etc. Case studies (scenarios) or source-based questions should be included. Answers should be in point form or paragraph style or as per requirement of each question.</p>	180	90	Levels 1–6 (Analysing, Applying, Creating & Evaluating)
C	<p>Answer any TWO questions in this section. (40 marks x 2 questions)</p> <p>FOUR questions, each covering one of the FOUR topics.</p> <p>Longer type of questions, such as essay type questions. Higher cognitive questions to assess insight and interpretation of theoretical knowledge in addition to content.</p>	80	60	Mostly levels 3–6 (Analysing, Applying, Creating & Evaluating)
	TOTAL	300	180	

2.2 THE DISTRIBUTION OF COGNITIVE LEVELS

Cognitive level	Percentage
Levels 1 and 2	30
Levels 3 and 4	50
Levels 5 and 6	20
TOTAL	100

2.3 CLASSIFICATION OF SUBTOPICS ACCORDING TO MAIN TOPICS

BUSINESS ENVIRONMENTS	BUSINESS VENTURES	BUSINESS ROLES	BUSINESS OPERATIONS
Macro environment: Impact of recent legislation on business	Management and leadership	Ethics and professionalism	Human resources function
Macro environment: Business strategies	Investment Securities/Opportunities	Creative thinking	Quality of performance
Business sectors and their environments	Investment: Insurance and Assurance	Social responsibility and corporate citizenship/ Corporate Social Responsibility (CSR) Corporate Social Investment (CSI)	
	Forms of ownership with the focus on how they can contribute to the success/failure of a business.	Human rights, inclusivity and environmental issues	
	Presentation and data response	Team performance, assessment, conflict management and problem solving	

3. ELABORATION OF THE CONTENT FOR GRADE 12 (CAPS)

MAIN TOPICS	TOPICS	CORE CONTENT THAT MUST BE COVERED BY GRADE 12 BUSINESS STUDIES TEACHERS	ELABORATION OF CORE CONTENT
BUSINESS ENVIRONMENTS	MACRO ENVIRONMENT: Impact of recent legislation on business	<p>The impact of recent legislation, developed in response to demands for redress and equity, on small and large business operations as well as the role of the government in the implementation of these Acts.</p> <ul style="list-style-type: none"> • Skills Development Act, 1998 (Act 97 of 1998) (e.g. skills levies and their implications for small and large businesses) • The National Skills Development Strategy and the Human Resource Development Strategy (i.e. Sector Education and Training Authorities) • Labour Relations Act, 1995 (Act 66 of 1995) • Employment Equity Act, 1998 (Act 55 of 1998) • Basic Conditions of Employment Act, 1997 (Act 75 of 1997) • Compensation for Occupational Injuries and Diseases Amendment Act, 1997 (Act 61 of 1997) • Black Economic Empowerment • Broad-Based Black Economic Empowerment: <ul style="list-style-type: none"> - Human Rights as defined in the Constitution (issues of equality, respect and dignity including other economic, social and cultural rights) - Inclusivity (diversity in the business such as poverty, inequality, race, gender language, age, disability and other factors) - Environmental issues (protection of the environment and human health by the business) • National Credit Act, 2005 (Act 34 of 2005) (NCA) • Consumer Protection Act, 2009 (Act 68 of 28 April 2009) (CPA) 	<p>Candidates should be able to: Analyse and explain the following about ALL ACTS:</p> <ul style="list-style-type: none"> • Nature • Aims/Purpose • Analyse the impact on business operations including advantages/positives and disadvantages/negatives on small and large business operations • Compliance and penalties if a business does not comply./Role of the government in compliance or promoting the Act. • Actions regarded as discriminatory. <p>Analyse and explain the following about SETAs:</p> <ul style="list-style-type: none"> • Role/Functions of SETAs • Skills levies • Learnerships • Purpose/Benefits • Funding • The impact on business operations <p>ALSO focus on the following regarding the Broad-Based Black Economic Empowerment, 2003 (Act 53 of 2003) (BBBEE):</p> <ul style="list-style-type: none"> • Critically analyse the implications/positives and negatives of the pillars on businesses • Advantages and disadvantages • Discuss the obligations/principles of businesses in terms of their broad based approach e.g.: <ul style="list-style-type: none"> - Human rights - Inclusivity in the business (diversity such as poverty, inequality, race, gender, language, age, disability, personalities and other factors)

			<ul style="list-style-type: none"> - Environmental issues (protection of the environment and human health by the business) • Distinguish between the Black Empowerment Act and BBEE. • Justify the introduction of BBEE in relation to BEE <p>ALSO focus on the following regarding NCA & CPA:</p> <ul style="list-style-type: none"> • The rights of the business and consumers • Compliance • Penalties if a business does not comply with the Acts <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p> <p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to understand the impact of recent legislation and governmental policies on business.</p> <ul style="list-style-type: none"> • Acts that impact on business, i.e. the Companies Act, 2008 (Act 71 of 2008), the Income Tax Act, 1962 (Act 58 of 1962) (as amended) and the National Credit Act, 2005 (Act 34 of 2005)
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			<ul style="list-style-type: none"> • Case studies, company/business reports, real business situations • BBBEE (as amended) and the EEA Amendment Bill <p>Make notes using different resources and textbooks.</p>
<p>BUSINESS ENVIRONMENT</p>	<p>MACRO ENVIRONMENT: BUSINESS STRATEGIES</p>	<p>Devise/Formulate strategies of how a business can respond to the challenges of the macro business environment, critically evaluate such strategies and make recommendations as required.</p> <p>Advanced problem-solving skills (REVISION) and skills to be used in strategy formulation, e.g. use any creative-thinking technique to devise business strategies, generate business ideas, resolve conflict and solve any business-related problems.</p> <p>Use the following industry-related tools: SWOT analysis, Porter's Five Forces and PESTLE – exclude a Balanced Scorecard.</p> <p>Develop strategies in response to challenges in business environments</p> <ul style="list-style-type: none"> • Apply SWOT analysis of the business environments (including PESTLE) • Formulation of strategies • Implementing strategies • Evaluation of strategies <p>Types of business strategies, e.g.:</p> <ul style="list-style-type: none"> • Integration strategies: <ul style="list-style-type: none"> - Forward vertical integration - Backward vertical integration - Horizontal integration 	<p>Candidates should be able to:</p> <ul style="list-style-type: none"> • Discuss the strategic management process. • Apply the strategic management process to solve business-related problems. • Identify challenges from given case studies. • Devise/Develop/Analyse/Formulate strategies to overcome challenges from given scenarios of businesses and make recommendations for improvement. • Determine the nature, effectiveness and use of each type of business strategy. • Analyse case studies and apply the following industrial tools to analyse the challenges of the business environment: <ul style="list-style-type: none"> - SWOT analysis - Porter's Five Forces - PESTLE analysis • Identify business strategies from given case studies/scenarios. <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p>

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		<ul style="list-style-type: none"> • Intensive strategies: <ul style="list-style-type: none"> - Market penetration - Market development - Product development • Diversification strategies: <ul style="list-style-type: none"> - Concentric diversification - Horizontal diversification - Conglomerate diversification • Defensive strategies: <ul style="list-style-type: none"> - Retrenchment - Divestiture - Liquidation <p>Other strategies The company repositions itself by replacing one or more individuals, revising a business mission, establishing or revising objectives, devising new policies, issuing stock to raise capital, adding additional salespersons and allocating resources differently, or developing new performance incentives.</p> <p>Evaluate these strategies and make recommendations for their improvement.</p> <p>Three activities of strategy evaluation:</p> <ul style="list-style-type: none"> • Examine the underlying bases of business strategy. • Compare expected performance (measure business performance). • Take corrective action where necessary. 	<p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to understand the current economic climate and background in which a business is operating to enable them to devise competitive and creative strategies.</p> <p>Make notes using different resources and textbooks.</p>
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<p>BUSINESS ENVIRONMENT</p>	<p>BUSINESS SECTORS AND THEIR ENVIRONMENTS</p>	<p>Select a business from each sector and describe the three environments related to these sectors and the extent to which a business can control these environments.</p> <p>Describe the three business environments related to the three economic sectors and give an explanation of the extent to which a business can control these environments.</p>	<p>Candidates should be able to:</p> <ul style="list-style-type: none"> • Identify a business from each economic/ business sector. • Identify each business environment (micro, market and macro) and explain the relationship between the business environments and the economic sectors from given scenarios/case studies. • Explain the extent to which a business (operating in any of the three sectors) can control the three business environments. <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p> <p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to understand how business environments are affected in the business sectors.</p> <p>Make notes using different resources and textbooks.</p>
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<p>BUSINESS VENTURES</p>	<p>MANAGEMENT AND LEADERSHIP</p>	<p>Distinguish between management and leadership styles and approaches.</p> <ul style="list-style-type: none"> • The difference between leadership and management • Leadership styles, e.g. democratic, autocratic, etc. • Theories of management and leadership, e.g. leaders and followers, situational leadership, transitional and transformational leadership, etc. • The role of personal attitude in success and leadership 	<p>Candidates should be able to:</p> <ul style="list-style-type: none"> • Define and distinguish between leadership and management. • Discuss/evaluate (including advantages/positives and disadvantages/negatives). • Apply the leadership styles from given case studies and scenarios and make recommendations. • Distinguish between leadership styles: <ul style="list-style-type: none"> - Democratic - Autocratic - Bureaucratic - Laissez-Faire/Free Reign • Discuss and distinguish between the theories of management and leadership: <ul style="list-style-type: none"> - Leaders and followers - Situational leadership - Transitional leadership - Transformational leadership - Charismatic leadership - Transactional leadership - Servant leadership • Discuss the role of personal attitude in success and leadership <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p>
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			<p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to enhance understanding on the application of leadership styles in businesses and the role of personal attitude in success and leadership.</p> <p>Make notes using different resources and textbooks.</p>
<p>BUSINESS VENTURES</p>	<p>INVESTMENT: SECURITIES</p>	<p>A range of available business investment opportunities, distinguish between assurance and insurance (compulsory and non-compulsory) (as investment opportunities), and discuss the viability and relevance of all these investment opportunities to both individuals and businesses.</p> <ul style="list-style-type: none"> • Discuss types of investments, e.g. business investments, types of shares, unit trust and government retail bonds • Discuss returns, e.g. dividends and interest. • Calculations (interests, etc.) <p>The difference between compound interest and simple interest.</p>	<p>Candidates should be able to:</p> <ul style="list-style-type: none"> • Investigate a range of available business investment opportunities. • Evaluate types of investments in terms of their advantages/positives and disadvantages/negatives. • Analyse the risk factor of each type of investment opportunity. • Discuss the types of shares, their preference, rights and limitations. • Describe and evaluate/positives/negatives of the government (RSA) retail bonds and unit trusts. • Discuss the functions of the Johannesburg Securities Exchange (JSE). • Define/Explain the meaning of debentures, dividends, capital gain, simple interest, compound interest. • Calculate and understand investment factors such as return of investment (ROI), investment term/period, tax implications and the influence of the inflation rate on investment. • Distinguish between compound interest and simple interest.

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			<ul style="list-style-type: none"> • Calculate the compound and simple interest from given scenarios. • Recommend types of investments based on the calculations <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p> <p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to analyse the functions of JSE and the performance of investments options.</p> <p>Make notes using different resources and textbooks.</p>
<p>BUSINESS VENTURES</p>	<p>INVESTMENT: INSURANCE</p>	<p>Compulsory and non-compulsory insurance</p> <p>Understanding life insurance and retirement annuities</p> <p>Insurance of goods (compulsory and non - compulsory)</p> <p>Calculation of underinsurance</p> <p>Unemployment Insurance Fund (UIF) and Road Accident Fund (RAF)</p>	<p>Candidates should be able to:</p> <ul style="list-style-type: none"> • Understand the concepts, principles and importance/advantages of insurance for a business. • Identify and explain insurable and non-insurable risks. • Identify and explain the types of life insurance. • Discuss/Evaluate the viability and relevance of these to both individuals and businesses. • Explain advantages of life insurance and retirement annuities. • Analyse the differences between life insurance and retirement annuities.

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- Distinguish between compulsory and non-compulsory insurance and give examples.
- Distinguish between insurance and assurance and give examples.
- Explain over-insurance, under-insurance, average clause and reinstatement, using examples.
- Make calculations in the case of under-insurance.
- Explain the benefits of the UIF.
- Know the rights of workers registered for UIF.
- Explain the provisions of the RAF.
- Know the rights of road users in terms of the RAF.
- Keep abreast of the changes in legislation from time to time e.g. the RAF is currently undergoing changes.

Knowledge of this topic should enable a candidate to:

Answer in short paragraphs/longer and essay type questions.

Types of questions:

Questions based on case studies/scenarios, direct/indirect short questions and essay questions.

Additional resources:

Candidates must use:

Recent business news from the media (newspapers, radio, television and magazines) to understand current issues and developments in the insurance and assurance industries.

Make notes using different resources and textbooks.

<p>BUSINESS VENTURES</p>	<p>FORMS OF OWNERSHIP</p>	<p>Determining the extent to which a particular form of ownership can contribute to the success or failure of a business.</p> <p>Taxation, capacity, management, capital, division of profits and legislation.</p> <p>RECAP (Examinable): characteristics, advantages and formation of all the forms of ownership.</p> <p>Forms of ownership (all forms of ownership) and their impact on the success of a business.</p>	<p>Important issues to consider within each form of ownership:</p> <ul style="list-style-type: none"> • Capacity determines the ability/potential of management to start the business in the planned form and its influence on business success/failure. • Explain the composition of each form of ownership and the influence of thereof on the life span (continuity) of the business and its influence on business success/failure. • Each form of ownership and the different tax requirements should be well understood to determine the impact of taxation of the different forms of ownership on business success/failure. • Management: Analyse the impact of ownership of each form of ownership on management functions. • Capital: Understand/Evaluate/Compare the different sources of capital for the different forms of ownership and their impact on business success/failure. • Explain/Discuss/Compare how the division of profits of the different forms of ownership influences business success/failure. • Discuss how legislation/legal requirements of each form of ownership can impact on business success or failure. • Evaluate the impact of the different forms of ownership on business success/failure. <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p>
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			<p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p> <p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to understand the current economic climate and background that may affect the choice of a form of ownership on a business success/failure.</p> <p>Make notes using different resources and textbooks.</p>
<p>BUSINESS VENTURES</p>	<p>PRESENTATION AND DATA RESPONSE</p>	<p>Accurate and concise verbal and non-verbal presentation of a variety of business-related information (including graphs), respond professionally to questions and feedback, and amend information as necessary.</p> <ul style="list-style-type: none"> • RECAP (Examinable): Presentation of business information in verbal format and non-verbal format. (The use of support materials) • Description of the criteria for a logical and effective presentation of information, e.g. know your audience, put important information first, use tables, graphs, charts or diagrams. • Process and style of presentation using visual aids, e.g. position to allow clear vision, immediate display and change of transparencies/slides, PowerPoint slides, using a pointer to focus attention. • Responding in a non-aggressive and professional manner to questions about work and presentations, e.g. answer all questions, make notes, do not argue, apologise for errors. 	<p>Candidates should develop the following skills:</p> <ul style="list-style-type: none"> • Present business information (verbally and non-verbally) in a professional manner. • Present/Interpret/Evaluate business information in a verbal/non-verbal formal manner. • Verbal presentation includes written reports, scenarios and case studies or any other written information. • Non-verbal presentation includes a variety of types of graphs, e.g. line, pie, bar charts etc., and other non-verbal types of information, e.g. pictures and photographs. • Discuss/Outline the criteria for logical and effective presentations. • Plan and use visual aids, including multimedia presentations to process and style presentations. • Explain advantages/disadvantages of visual aids in both verbal and non-verbal format. • Explain how to respond to questions about work and presentations in a non-aggressive and professional manner.

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		<ul style="list-style-type: none"> • Handling of feedback, amend plans and documents accordingly and integrate these into future plans and activities. <p>Identify areas for improvement.</p>	<ul style="list-style-type: none"> • Discuss how to handle feedback and amend plans. • Motivate/Make recommendations/decisions for future improvements based on feedback from business information. <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p> <p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to understand current trends applied in presenting business information.</p> <p>Make notes using different resources and textbooks.</p>
<p>BUSINESS ROLES</p>	<p>ETHICS AND PROFESSIONALISM</p>	<p>How professional, responsible, ethical and effective business practice should be conducted in changing and challenging the business environment.</p> <ul style="list-style-type: none"> • The meaning of ethical behaviour and business practice. • Ethical and unethical business practice with practical examples, e.g. fair and unfair advertisement. • Professional and unprofessional business practices with practical examples, e.g. good use of work time and abusing working time. 	<ul style="list-style-type: none"> • Define ethical behaviour and business practices. • Give practical examples of ethical and unethical business practice, e.g. using fair vs. unfair advertising techniques, etc. • Give practical examples of professional and unprofessional business practices, e.g. good use of work time and abuse of work time, etc. • Discuss the relationship between ethical and professional behaviour. • Discuss principles of professionalism.

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		<ul style="list-style-type: none"> • The relationship between ethical and professional behaviour. <p>Ways in which professional, responsible, ethical and effective business practice should be conducted, e.g.:</p> <ul style="list-style-type: none"> • Not starting a venture at the expense of someone else • Payment of fair wages • Regular payment of tax, etc. <p>Reflection on business environment and identify issues that could challenge ethical and professional behaviour (e.g. taxation, sexual harassment, pricing of goods in rural areas, unfair advertising, unauthorised use of funds, abusing work time etc.) and ways/strategies that could be used to address these issues.</p>	<ul style="list-style-type: none"> • Apply the King Code on ethics and professionalism in case studies/scenarios. • Link the principles of King Code on ethics and professionalism with ethical business practices. • Recommend a code of ethics for a business based on the principles of King Code. • Identify unethical behaviour from given case studies/business scenarios. • Suggest/recommend ways in which professional, responsible, ethical and effective business practice should be conducted. • Evaluate situations and reflect on issues/situations in terms of ethical/professional behaviour in given scenarios/case studies that pose challenges in the business environments: <ul style="list-style-type: none"> - Ethical and professional behaviour in the workplace - Sexual harassment - Unauthorised use of workplace funds and resources - Unfair advertising – definition and examples - Pricing of goods in rural areas - Taxation - Abuse of work time <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p>
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			<p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to understand how ethical and professional business is conducted.</p> <p>Make notes using different resources and textbooks.</p>
<p>BUSINESS ROLES</p>	<p>CREATIVE THINKING</p>	<p>Apply creative thinking to respond to challenges in dynamic and complex business contexts:</p> <ul style="list-style-type: none"> • Acquire advanced problem-solving skills. • Apply creative thinking to solve complex business problems in case studies and given scenarios. RECAP (Examinable) (content covered in Grade 11). 	<p>Candidates should be able to:</p> <ul style="list-style-type: none"> • Distinguish between problem solving and decision making. • Know and apply the steps in problem-solving to scenarios/case studies. • Identify and address challenges by applying advanced problem-solving skills. • Identify creative thinking barriers from a given scenario/case study. • Apply creative thinking skills to solve complex business problems. • Explain the benefits/advantages of creative thinking in the workplace. • Evaluate the impact (positives and negatives) of the advanced creative thinking techniques/ skills, e.g.: <ul style="list-style-type: none"> - Delphi technique - Force field analysis - Brainstorming - Mind mapping - Nominal group technique - SCAMPER - Forced combination - Empty chair • Suggest/Recommend ways for businesses to create an environment that promotes creative thinking.

			<p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p> <p>Additional resources: Candidates must use: Challenging case studies from various sources where candidates can apply problem-solving techniques to solve complex business problems. Candidates should be encouraged to evaluate each problem-solving technique.</p> <p>Make notes using different resources and textbooks.</p>
<p>BUSINESS ROLES</p>	<p>SOCIAL RESPONSIBILITY AND CORPORATE CITIZENSHIP/CORPORATE SOCIAL RESPONSIBILITY (CSR)/CORPORATE SOCIAL INVESTMENT (CSI)</p>	<p>Define the concept of social responsibility:</p> <ul style="list-style-type: none"> • The implications of social responsibility for both business and communities. <p>Contribute time and effort meaningfully to advancing the well-being of others in a business context.</p> <p>Ways in which a business project can contribute towards the community.</p> <p>Define corporate social responsibility (CSR)</p> <ul style="list-style-type: none"> • Nature and process of corporate social responsibility • Benefits to business and community • Problems/challenges: business and community 	<p>Candidates should be able to:</p> <ul style="list-style-type: none"> • Define social responsibility. • Explain its impact on businesses and communities. • Link social responsibility with the triple bottom line. • Suggest ways in which a business project can contribute towards the community, e.g. charitable contributions to NGO's, involvement in community education, employment, employee volunteer programmes, etc. • Identify and discuss socio-economic issues that challenge social responsibility, e.g. HIV/Aids, unemployment, poverty, human rights aspects etc.

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		<ul style="list-style-type: none"> • Components of corporate social responsibility, e.g. environment, ethical corporate social investment, health and safety, etc. <p>Corporate Social Investment (CSI)</p> <ul style="list-style-type: none"> • Definition of corporate social investment • Nature of corporate social investment • Corporate social investment projects, including human rights issues • Responsible business practice • Challenges to the business: A challenge to meet the longer term needs of the society within which they operate • RECAP the relevant Acts. Legislative requirements, e.g. Employment Equity Act, Skills Development Act (e.g. skills levies and their implications for small and large business), BEE and compliance • The National Skills Development Strategy (i.e. Sector Education and Training Authorities) 	<ul style="list-style-type: none"> • Discuss and evaluate the role of the following towards the improvement of the performance (well-being) of employees, namely: <ul style="list-style-type: none"> - Coaching and mentoring - Performance appraisal - Motivation of employees - Stress reduction - Rewards and incentives - Staff development programs - Training programs - Counselling - Rehabilitation (aids, substance abuse) - Team building exercises • Analyse and explain the following regarding CSR: <ul style="list-style-type: none"> - Define - Describe the nature of CSR - Critically evaluate/Assess its role in the business world and in different communities - Examine/Analyse the process - Benefits/Problems/Challenges for both business and communities - Identify and explain the components, e.g. environment, ethical corporate social investment, health and safety, etc. • Analyse and explain the following regarding CSI: <ul style="list-style-type: none"> - Define - Describe the nature of CSI - CSI focus areas, e.g. community, rural development, employees, etc. - Assess practical examples of projects - Benefits/Problems/Challenges for both business and communities
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			<ul style="list-style-type: none"> - Discuss and understand responsible business practice, e.g. payment of fair wages, providing quality goods and services, not starting a business venture at someone else's expense, etc. - Discuss challenges to the business, e.g. a challenge to meet the longer term needs of the society within which they operate (sustainability) - Evaluate the impact of legislative requirements such as EEA, Skills Development Act, BEE, the National Skills Development Strategy (i.e. Sector Education and Training Authorities) on CSI programmes and the benefits of the compliance with the Acts <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p> <p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to understand how businesses undertake CSI projects and the impact of CSI projects on businesses and communities.</p> <p>Make notes using different resources and textbooks.</p>
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<p>BUSINESS ROLES</p>	<p>HUMAN RIGHTS, INCLUSIVITY AND ENVIRONMENTAL ISSUES</p>	<p>The extent to which a business venture addresses issues such as human rights, inclusivity, and environmental issues.</p> <p>Assess a business venture against criteria to measure human rights, inclusivity and environmental issues. Can do this through informal surveys, interviews, etc.:</p> <ul style="list-style-type: none"> • Human rights issues as defined in the Constitution of the Republic of South Africa • Diversity in the business – issues of diversity such as poverty, inequality, race, gender, language, age, disability and other factors • Environmental protection and human health • Issues of equality, respect and dignity • Other economic, social and cultural issues 	<p>Candidates should be able to:</p> <ul style="list-style-type: none"> • Explain human rights, inclusivity and environmental issues. • Analyse and evaluate the extent to which a business venture addresses these issues. • Assess a business venture on human rights, inclusivity, and environmental issues, using informal surveys, interviews, etc. • Suggest how businesses may promote/address human rights issues in a workplace. • Explain the meaning of diversity in the business. • Recommend ways in which businesses may embrace issues of diversity. • Evaluate the impact of diversity in the workplace • Suggest strategies businesses may use to protect the environment and human health. • Discuss the implication of environmental safety/protection and human health on businesses. • Explain the meaning of equality, respect and dignity and its implications on businesses. • Link economic rights of employees/employers to Labour Relations Act, 1995 (Act 6 of 1995). • Suggest/Recommend strategies businesses may use to promote social and cultural rights in the workplace. <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p>
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			<p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p> <p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to understand and analyse how businesses address inclusivity, human rights and environmental issues in the workplace.</p> <p>Make notes using different resources and textbooks.</p>
<p>BUSINESS ROLES</p>	<p>TEAM PERFORMANCE ASSESSMENT, CONFLICT MANAGEMENT AND PROBLEM SOLVING</p>	<p>Collaboration with others to contribute towards the achievement of specific objectives.</p> <ul style="list-style-type: none"> Criteria for successful team performance, stages of team development, team dynamics and theories: RECAP (Examinable) Self-assessment and team performance assessment according to team criteria, e.g. interpersonal attitudes and behaviour, shared values, communication, etc. How to effectively perform a specific role within a team. <p>Problem solving and management of problems that arise from working with others (include steps to resolve conflict).</p> <p>Correct procedures to deal with grievances.</p> <p>Different ways of dealing with difficult people (personalities).</p>	<p>Candidates should be able to:</p> <p>TEAM WORK</p> <ul style="list-style-type: none"> Recommend how to collaborate/work with others from given scenarios/case studies. Assess self and team according to team criteria/characteristics for successful teams, e.g. interpersonal attitudes and behaviours, shared values, communication, etc. Identify and explain the stages of team development, e.g.: <ul style="list-style-type: none"> Forming Storming Norming Performing Apply the team dynamics theories, e.g.: <ul style="list-style-type: none"> Belbin Role theory Jungian theory MTR-I approach Group consensus Margerison-McCann profiles Identify and analyse different team roles from given scenarios.

- Examine workplace scenarios where workers are expected to complete projects in teams, work together on a production line, etc.

PROBLEM SOLVING

- Examine problem solving and management problems that arise from working with others or in teams.

CONFLICT RESOLUTION

- Identify and discuss causes of conflict from given scenarios/case studies.
- Apply conflict resolution techniques (steps and procedures).
- Discuss the correct procedures to deal with grievances from the given scenarios and case studies.
- Suggest different ways/strategies of dealing with difficult people (personalities).

Knowledge of this topic should enable a candidate to:

Answer in short paragraphs/longer and essay type questions.

Types of questions:

Questions based on case studies/scenarios, direct/indirect short questions and essay questions.

Additional resources:

Candidates must use:

Recent business news from the media (newspapers, radio, television and magazines) to stay informed about the various (and latest) methods that businesses apply to resolve conflict in the workplace, as well as the advantages of team work.

			<p>Make notes using different resources and textbooks.</p>
<p>BUSINESS OPERATIONS</p>	<p>HUMAN RESOURCE FUNCTIONS</p>	<p>RECAP (Examinable): The relevant legislations and the following activities of the Human Resources function:</p> <ul style="list-style-type: none"> • Recruitment • Selection • Employee contracts • Induction • Placement • Salary administration • Employee benefits • Skills development • Analysis of human resource activities, e.g. recruitment and selection, induction, salaries and other benefits • Procedures related to recruitment, selection and interviewing <p>Discuss:</p> <ul style="list-style-type: none"> • Labour Relations Act, 1995 (Act 66 of 1995), Basic Conditions of Employment Act, 1997 (Act 75 of 1997), Employment Equity Act, (Act 55 of 1998), Compensation for Occupational Injuries and Diseases Act, 1993 (Act 130 of 1993) RECAP (Examinable) • Legalities of employment contracts • Procedures of screening and placement • Interviewing, selection and induction • Salary determination (piecemeal and time related) including personal tax, link to basic conditions of employment • Employee benefits: pension, medical, other RECAP (Examinable) 	<p>Candidates should be able to:</p> <ul style="list-style-type: none"> • Discuss and apply the human resource activities. • Distinguish between job description and job specification. • Discuss and analyse the following human resource activities: <ul style="list-style-type: none"> - Recruitment, e.g. types/methods/ advantages/disadvantages - Selection/Short listing - Interviews (purpose, role of the interviewer/interviewee) - Induction, e.g. purpose and importance/ benefits - Placement - Training/Skills development - Retrenchment - Employment contracts, e.g. legalities, details of the contract and termination of the contract - Salary determination, e.g. piece meal and time-related and personal tax (link to BCEA) • Discuss employee benefits on businesses: <ul style="list-style-type: none"> Fringe benefits: <ul style="list-style-type: none"> - Pension - Medical aid - Provident fund - Allowances Compulsory benefits: <ul style="list-style-type: none"> - Benefits required by law, e.g. UIF etc. - And other relevant benefits • Evaluate advantages/positives or disadvantages/negatives of fringe benefits to businesses.

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		<ul style="list-style-type: none"> Skills Development Act, 1998 (Act 97 of 1998) and link with the purposes of SETAs, learnerships, skills programmes, qualifications, National Qualifications Framework, SAQA, etc. 	<ul style="list-style-type: none"> Analyse and discuss the implication of the LRA, BCEA, EE and SDA on human resources. Distinguish between legal and illegal strikes as described in the LRA. <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay question.</p> <p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to understand the implication of the LRA, BCEA, EEA AND SDA on the human resource function. Read the new EEA Amendment Bill and its implication on the human resource function.</p> <p>Make notes using different resources and textbooks.</p>
<p>BUSINESS OPERATIONS</p>	<p>QUALITY OF PERFORMANCE</p>	<p>Discuss how the quality of performance within the business functions can influence the success or failure of a business.</p> <ul style="list-style-type: none"> Define the concept of quality (definition) – RECAP (Examinable) content from Grade 10. The relation between quality and the various business functions. RECAP (Examinable) content from Grade 10. The impact of quality on different business structures, e.g. sole traders versus large businesses. 	<p>Candidates should be able to:</p> <ul style="list-style-type: none"> Define the following: <ul style="list-style-type: none"> - Quality - Quality control - Quality assurance - Quality management - Quality performance - Quality management systems Explain the advantages of a quality management system.

Examination Guidelines – Senior Certificate

		<p>Discuss the elements of management (TQM):</p> <ul style="list-style-type: none"> • Continuous skills development • Total client satisfaction • Continuous improvements to processes and systems, etc. 	<ul style="list-style-type: none"> • Discuss/Evaluate the relationship between quality and the various business functions. • Discuss total quality management(TQM) under the following: <ul style="list-style-type: none"> - Three basic principles of TQM - The elements of TQM, e.g.: <ul style="list-style-type: none"> ○ Continuous skills development ○ Team work ○ Total client satisfaction ○ Top management involvement ○ Adequate financing and capacity ○ Continuous improvement of processes and systems ○ Planning ○ Monitoring and evaluation of quality processes ○ Involvement of all employees • Apply the elements of TQM and analyse the impact of these elements on small and large businesses. • Evaluate how TQM can impact on the reduction of the cost of quality, etc. • Evaluate the impact of the TQM system on small (sole traders) and large (big companies) enterprises. <p>Knowledge of this topic should enable a candidate to: Answer in short paragraphs/longer and essay type questions.</p> <p>Types of questions: Questions based on case studies/scenarios, direct/indirect short questions and essay questions.</p>
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		<ul style="list-style-type: none">•	<p>Additional resources: Candidates must use: Recent business news from the media (newspapers, radio, television and magazines) to understand the importance of the relation between quality performance and various business functions.</p> <p>Make notes using different resources and textbooks.</p>
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GUIDELINES FOR ANSWERING THE BUSINESS STUDIES QUESTION PAPER

Planning and organisation is extremely important. A well-planned work schedule/study timetable will ensure the completion of the curriculum which will adequately prepare candidates for the end-of-the-year examination.

Preparation for quality responses

- Use the above-mentioned resource materials to prepare candidates for answering different TYPES of questions.
- Remember that each TOPIC can be tested with objective, short, paragraph or essay type questions.
- An essay question may include a combination of topics and subtopics.
- Take careful note of the **ACTION WORDS/VERBS** used in the question, e.g.:
 - *List/Name/State* means candidates should provide direct answers without discussion.
 - *Discuss/Evaluate/Explain/Describe/Justify* (or other higher cognitive verbs) means candidates must give more information on the fact(s) they have listed/named/stated. Give reasons, examples etc. to substantiate the answer.
- Familiarise candidates with the relevant parts of the Notes to Markers from the NSC question paper memorandums. Refer particularly to the NSC 2013 Notes to Markers, as there were some adjustments regarding the mark allocation in SECTION B (with questions containing case studies) and SECTION C (synthesis).
- When analysing topics and subtopics, study the last column (a guide to core content).
- The mark allocation will determine the length and time to be spent on the question.
- Candidates will be penalised if the numbering of questions is incorrect. This is applicable to all the sections of the paper.
- Candidates must keep abreast of current developments in legislation and the industry to be able to provide recent examples in order to obtain marks for originality in essay questions. Originality should not be seen as a separate section in an essay type question, but rather as an example that will either strengthen a point made, or enhance the discussion of the topic of the essay.

TYPES OF QUESTIONS

SECTION A

Multiple-choice, matching, choosing the correct concept/terminology, etc. (objective questions):

These types of questions require candidates to have a thorough knowledge of the subject and they have to exercise logic and good insight.

The recommended approach to multiple-choice questions is to read and analyse the statement carefully. Thereafter, study the alternatives carefully and eliminate the incorrect options. Review the remaining possible answers and choose the correct one.

SECTION B

Paragraph style, case studies and source-based questions – shorter type questions:

- Candidates must read and understand the information presented.
- Questions can be direct or indirect. These include source-based questions and case studies.
- Candidates must possess a broader/deeper understanding of the broad topics and sub-topics to be able to substantiate, motivate, give reasons, justify, evaluate, etc.
- Candidates will be required to provide their opinion, solve problems and make recommendations related to the question.
- Questions range from easy to difficult in terms of cognitive levels and levels/degrees of difficulty. (TAKE NOTE of the revised Bloom's taxonomy.)

SECTION C**Longer/Essay type of questions**

Candidates must be able to organise information on a topic systematically and logically to be able to evaluate/analyse/motivate/suggest/recommend and elaborate on topics extracted from given case studies, scenarios etc. Candidates must enhance or support their answers/viewpoints with recent examples to obtain marks for originality.

Candidates must be familiar with words, such as 'challenges' and 'areas of concern', so that they are able to identify challenges in the case studies and to make recommendations. It is imperative that candidates do not associate the word 'challenges' only with business environments or 'areas' only with geographical regions.

ESSAY-TYPE QUESTIONS CONSIST OF:

1. An Introduction **(2 x 1) (2)**
2. Core Content – Body (headings, subheadings, paragraphs). FULL SENTENCES must be used, but they may be bulleted, where applicable. **(Max) (28)**
3. Conclusion (Candidates give their opinion in response to the question/statement) **(1 x 2) (2)**

The mark allocation for an essay-type of question is generally as follows:

CONTENT		MARKS
Facts		32
Layout		2
Analysis		2
Synthesis (marks to be allocated using this guide)	Factual marks No	0
	Some	1
	Only relevant facts were given.	2
Originality		2
Total Marks		40

Mark allocation for SYNTHESIS:

1. Allocate a ZERO mark if no relevant facts were given.
2. Allocate ONE mark if some irrelevant facts were given even though the candidate could obtain a maximum of 32 factual marks.
3. Allocate TWO marks if only relevant facts were given.

NOTE:

Higher-order questions can be drawn from the contents prescribed in the CAPS document. This can take the form of application-type questions, e.g. correlation with practice, justification with reasoning, make predictions, suggest improvements, compile reports, provide recommendations, deduce, establish, evaluate, apply, etc. Note the action verbs that are used in the Examination Guidelines and CAPS document.

4. CONCLUSION

This Examination Guidelines document is meant to articulate the assessment aspirations espoused in the CAPS document. It is therefore not a substitute for the CAPS document which teachers should teach to.

Qualitative curriculum coverage as enunciated in the CAPS cannot be over-emphasised.