This question paper consists of 9 pages.
INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

1. This question paper consists of THREE sections and covers TWO main topics.
   
   **SECTION A:** COMPULSORY
   **SECTION B:** Consists of THREE questions.
   Answer any TWO of the three questions in this section.
   **SECTION C:** Consists of TWO questions.
   Answer any ONE of the two questions in this section.

2. Read the instructions for each question carefully and take note of what is required.
   
   Note that ONLY the answers to the first TWO questions selected in SECTION B and the answers to the FIRST question selected in SECTION C will be marked.

3. Number the answers correctly according to the numbering system used in this question paper. No marks will be awarded for answers that are numbered incorrectly.

4. Except where other instructions are given, answers must be written in full sentences.

5. Use the mark allocation and nature of each question to determine the length and depth of an answer.

6. Use the table below as a guide for mark and time allocation when answering each question.

<table>
<thead>
<tr>
<th>SECTION</th>
<th>QUESTION</th>
<th>MARKS</th>
<th>TIME (minutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A: Objective-type questions COMPULSORY</td>
<td>1</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>B: THREE direct/indirect-type questions</td>
<td>2</td>
<td>40</td>
<td>70</td>
</tr>
<tr>
<td>CHOICE: Answer any TWO.</td>
<td>3</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>C: TWO essay-type questions CHOICE:</td>
<td>5</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Answer any ONE.</td>
<td>6</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>150</td>
<td>120</td>
</tr>
</tbody>
</table>

7. Begin the answer to EACH question on a NEW page, e.g. QUESTION 1 – new page, QUESTION 2 – new page.

8. You may use a non-programmable calculator.

9. Write neatly and legibly.
SECTION A (COMPULSORY)

QUESTION 1

1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question numbers (1.1.1 to 1.1.5) in the ANSWER BOOK, e.g. 1.1.6 D.

1.1.1 Ayisha applied the … leadership style when she used her personality to motivate her employees to work hard.
   A democratic  
   B autocratic  
   C charismatic  
   D transactional

1.1.2 The shareholders of Sizwe Trading were issued … shares as compensation for unpaid dividends.
   A bonus  
   B preference  
   C ordinary  
   D founders’

1.1.3 The presenter should … when preparing for a presentation.
   A use appropriate gestures  
   B avoid hiding behind equipment  
   C use humour appropriately  
   D create visual aids

1.1.4 Godana Doors appointed both male and female employees in managerial positions to deal with … as a diversity issue.
   A age  
   B gender  
   C language  
   D culture

1.1.5 Jacky Trading dealt with a/an … as a type of difficult personality when they listened to Trevor’s criticism without acknowledging him.
   A complainer  
   B expert  
   C indecisive person  
   D aggressor

(5 x 2) (10)
1.2 Complete the following statements by using the word(s) provided in the list below. Write only the word(s) next to the question numbers (1.2.1 to 1.2.5) in the ANSWER BOOK.

| insurable; economic; ethical; accountability; RSA Retail Savings Bonds; non-insurable; social; unit trusts; professional; responsibility |

1.2.1 Sakkie invested in … as it will allow him to cash in without penalties when he needs money.

1.2.2 Changes in technology can be regarded as a/an … risk.

1.2.3 The employees of Blake Consultants show … behaviour, as they apply the business's code of conduct when dealing with clients.

1.2.4 The … rights of employees allow them to participate in a legal strike.

1.2.5 Businesses apply … as a King Code principle when they appoint external auditors to audit their financial statements. (5 x 2) (10)
Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–J) next to the question numbers (1.3.1 to 1.3.5) in the ANSWER BOOK, e.g. 1.3.6 K.

<table>
<thead>
<tr>
<th>COLUMN A</th>
<th>COLUMN B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.1 Situational leadership theory</td>
<td>A improves the image of the business and increases profits</td>
</tr>
<tr>
<td>1.3.2 Security</td>
<td>B team members show respect for the knowledge of other members</td>
</tr>
<tr>
<td>1.3.3 Private company</td>
<td>C leaders reward the positive behaviour of their employees</td>
</tr>
<tr>
<td>1.3.4 Corporate social responsibility</td>
<td>D applies to long-term insurance</td>
</tr>
<tr>
<td>1.3.5 Shared values</td>
<td>E raises capital by selling shares to the community</td>
</tr>
<tr>
<td></td>
<td>F leaders analyse the business objectives to choose an appropriate leadership style</td>
</tr>
<tr>
<td></td>
<td>G raises capital by selling shares to its shareholders</td>
</tr>
<tr>
<td></td>
<td>H applies to short-term insurance</td>
</tr>
<tr>
<td></td>
<td>I improves the standard of living of the community without a return on investment</td>
</tr>
<tr>
<td></td>
<td>J team members work together as a unit and take part in decision-making</td>
</tr>
</tbody>
</table>

(5 x 2) (10)

TOTAL SECTION A: 30
SECTION B

Answer any TWO questions in this section.

NOTE: Clearly indicate the QUESTION NUMBER of each question that you choose. The answer to EACH question must start on a NEW page, e.g. QUESTION 2 on a NEW page, QUESTION 3 on a NEW page.

QUESTION 2: BUSINESS VENTURES

2.1 Name any FOUR examples of long-term insurance. (4)

2.2 Elaborate on the meaning of excess as an insurance concept. (4)

2.3 Identify the type of visual aid that was used by Dumisani while presenting in EACH statement below.
   2.3.1 Dumisani used slides that were projected on a screen. (2)
   2.3.2 He provided the audience with hard copies of his presentation at the beginning of the session. (2)

2.4 Explain the difference between limited liability and unlimited liability. (4)

2.5 Describe the functions of the Johannesburg Securities Exchange (JSE). (6)

2.6 Read the scenario below and answer the questions that follow.

Thapelo invested an amount of R7 000 in a fixed deposit at 10% simple interest per year over a period of two years.

2.6.1 Calculate the simple interest that Thapelo will receive after two years. Show ALL calculations. (4)

2.6.2 Discuss the impact of fixed deposits as a form of investment. (6)

2.7 Advise businesses on the advantages of insurance. (4)

2.8 Suggest ways in which the presenter can handle feedback after a presentation in a non-aggressive and professional manner. (4)
QUESTION 3: BUSINESS ROLES

3.1 Name any FOUR human rights in the workplace. (4)

3.2 Outline the roles of the health and safety representatives in protecting the workplace environment. (4)

3.3 Read the scenario below and answer the questions that follow.

**TAKALANI TRADERS (TT)**

Zuki and Jane are supervisors at Takalani Traders. They do not speak to each other because they have different views. Management arranged a pre-negotiation meeting in which Zuki and Jane expressed their views separately. They were given the opportunity to agree on the best solution. They were also advised to refer the matter to the CCMA if they were not happy with the outcome.

3.3.1 Quote TWO steps in handling conflict from the scenario above. (2)

3.3.2 Describe other steps in handling conflict in the workplace. (6)

3.4 Explain ways in which businesses can deal with unemployment as a socio-economic issue. (6)

3.5 Read the scenario below and answer the question that follows.

**TECH CARPETS (TC)**

Tech Carpets is a large business that specialises in the manufacturing of carpets. TC did not declare all their income to the South African Revenue Service (SARS) for the previous financial year. Employees make personal calls during working hours. TC also use fine print to hide important information when promoting their products.

Identify TWO types of unethical business practices applicable to TC. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 3.5.

<table>
<thead>
<tr>
<th>TYPES OF UNETHICAL BUSINESS PRACTICES</th>
<th>MOTIVATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
</tr>
</tbody>
</table>

3.6 Discuss the impact of corporate social responsibility (CSR) on communities. (6)

3.7 Suggest ways in which professional, responsible, ethical and effective business practices should be conducted. (6)
QUESTION 4: MISCELLANEOUS TOPICS

BUSINESS VENTURES

4.1 State any THREE factors that should be considered when making investment decisions. (3)

4.2 Read the scenario below and answer the questions that follow.

<table>
<thead>
<tr>
<th>RAVAT TRADERS (RT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The management of Ravat Traders ensures that both the business and employees each contribute 1% of their wages to the Department of Labour. The contribution is compulsory as specified in legislation.</td>
</tr>
</tbody>
</table>

4.2.1 Identify the type of compulsory insurance applicable to the scenario above. (2)

4.2.2 Explain ONE other type of compulsory insurance. (3)

4.3 Discuss how the following criteria could contribute to the success and/or failure of a partnership:

4.3.1 Capital (4)

4.3.2 Management (4)

4.4 Suggest situations in which the laissez-faire/free-reign leadership style can be applied in the workplace. (4)

BUSINESS ROLES

4.5 Name FOUR corporate social investment (CSI) focus areas. (4)

4.6 Read the scenario below and answer the question that follows.

<table>
<thead>
<tr>
<th>CHAMPION WINNERS (CW)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ntsiki is a team leader for Champion Winners, which consists of highly skilled team members. All members agreed on set roles and responsibilities. They also know that all tasks must be completed before the team dissolves.</td>
</tr>
</tbody>
</table>

Identify TWO stages of team development that were experienced by CW. Motivate your answer by quoting from the scenario above.

Use the table below as a GUIDE to answer QUESTION 4.6.

<table>
<thead>
<tr>
<th>STAGES OF TEAM DEVELOPMENT</th>
<th>MOTIVATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
</tr>
</tbody>
</table>

4.7 Discuss the impact of the nominal group technique in solving complex business problems. (6)

4.8 Advise businesses on the benefits of diversity in the workplace. (4)

TOTAL SECTION B: 80
SECTION C

Answer any ONE question in this section.

NOTE: Clearly indicate the QUESTION NUMBER of the question chosen. The answer to the question must start on a NEW page, e.g. QUESTION 5 on a NEW page OR QUESTION 6 on a NEW page.

QUESTION 5: BUSINESS VENTURES (MANAGEMENT AND LEADERSHIP)

Effective management and leadership play an important role in achieving business goals. Many leaders follow the transformational leadership theory as a guide to lead their employees. Others use the democratic and autocratic leadership styles in the workplace. Some leaders agree that the role of personal attitude is important for successful leadership.

Write an essay on management and leadership in which you include the following aspects:

- Outline the differences between management and leadership.
- Explain the transformational leadership theory.
- Discuss the impact of the following leadership styles on businesses:
  - Democratic
  - Autocratic
- Advise businesses on the role of personal attitude in successful leadership. [40]

QUESTION 6: BUSINESS ROLES (CREATIVE THINKING AND PROBLEM-SOLVING)

Businesses need to identify problems that affect their operations in order to make informed decisions. They must also create an environment that promotes creative thinking to enjoy the benefits of creativity in the workplace. The Delphi technique and the force-field analysis enable businesses to solve complex business problems.

Write an essay on creative thinking and problem-solving in which you include the following aspects:

- Outline the differences between problem-solving and decision-making.
- Explain ways in which businesses can create an environment that promotes creative thinking in the workplace.
- Discuss the advantages of creative thinking in the workplace.
- Advise businesses on how they could apply the following problem-solving techniques to solve complex business problems:
  - Delphi technique
  - Force-field analysis

TOTAL SECTION C: 40
GRAND TOTAL: 150