

BUSINESS STUDIES

MEMORANDUM

JUNE 2014

COMMON TEST

**NATIONAL
SENIOR CERTIFICATE**

GRADE 12

MARKS: 300

TIME: 3 HOURS

N.B. This memorandum consists of 35 pages including this page.

SECTION A (COMPULSORY)**QUESTION 1**

1.1

1.1.1 A

1.1.2 B

1.1.3 B

1.1.4 C

1.1.5 A

1.1.6 B

1.1.7 A

1.1.8 C

1.1.9 B

1.1.10 A

10 x 2 (20)

1.2

1.2.1 C

1.2.2 E

1.2.3 D

1.2.4 A

1.2.5 B

5 x 2 (10)

1.3

1.3.1 Swot analysis

1.3.2 Brainstorming

1.3.3 Redundancy

1.3.4 Triple bottom line

1.3.5 Double the normal wage

5 x 2 (10)

TOTAL SECTION A: 40

SECTION B (COMPULSORY)**QUESTION 2****2.1****2.1.1 Differences between CSI and CSR****Corporate social investment**

- Refer to any project undertaken by an organisation which is over and above normal business activities of the company and not directly aimed at increasing profitability. ✓✓
- Programmes that will benefit the community and/or the environment, into which time, skills, expertise and money are invested. ✓✓
- Any other relevant answer related to corporate social investment. Any (1 x 2) (2)

Corporate social responsibility

- Refers to any strategy used by a business to take responsibility for their impact on society and the environment. ✓✓
- It is not a single action but rather an approach to doing business that guides all decision making in the firm. ✓✓
- It is the way in which companies manage their business operations so that it does not negatively affect all stakeholders. ✓✓
- Any other relevant answer related to corporate social responsibility. Any (1 x 2) (2)
Max (4)

2.1.2 Problems of CSI for the business

The community may not support the enterprise i.e. does not buy the product of the enterprise. ✓✓

Difficulty in adherence to legislation governing the CSI. ✓✓

Small and medium enterprises find it difficult to implement CSI programmes. ✓✓

Distribution of scarce CSI resources to selected beneficiaries in the community may cause problems such as discrimination. ✓✓

CSI activities can distract businesses from the core commercial functions. ✓✓

Social involvement is paid from company's profit that could have been used to lower prices and this could benefit customers. ✓✓

Detailed reports must be drawn up. ✓✓ Any (4 x 2) (8)

2.2.1 PILLARS OF THE BBBEE

- **Ownership**
 - BEE ownership is allocated a weighted ownership percentage.
 - calculate after excluding government ownership and pension funds.
- **Management**
 - Senior executive and executive positions have heavier weighting
 - than non-executive position.
- **Employment equity**
 - Businesses are rated according to their black employee representation across all employee levels.
 - [representation on senior levels is given higher weighting]
- **Skill development**
 - Weighting is allocated according to the amount spent as a percentage of the payroll on the one hand.
 - and the percentage of black learners on the other hand.
- **Enterprise development**
 - Businesses are evaluated according to the investment
 - or support which they provided to BEE companies.
- **Corporate social investment**
 - businesses are rated according to how much funds they contribute
 - towards social investment schemes. Any 4 x 1 (4)

2.2.2

- act as a mechanism to transform all business in SA – to distribute wealth amongst all South Africans by encouraging businesses to employ black South Africans (White people are explicitly from this Act)
- promoting access to finance for black economic empowerment
- achieving substantial change in the racial composition of ownership and management structures and in the skilled occupations of existing and new enterprises.
- empowerment rural and local communities by enabling access to economic activities, land, infrastructure, ownership & skills.
- increasing the extent to which black women own/manage and have access.

(Accept any other relevant answer related to benefits of BBBEE)

Any 4 x 2 (8)

2.2.3 Reasons for the introduction of Broad-Based Black Economic Empowerment (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 organisations). ✓✓
- 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. ✓✓
- BBBEE Broad-based Black Economic Empowerment is a growth strategy that targets inequality within the South African economy by encouraging more black management, promoting employment equality, encouraging skills training in businesses, nurturing black entrepreneurship and building black SMMEs by means of affirmative action. ✓✓
- Any other relevant answer related to the introduction of Broad-Based Black Economic Empowerment (BBBEE). Any 2 x 2 (4)

2.2.4 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. ✓✓
- No one should be excluded because of the language they speak or because they are disabled. ✓✓
- No one should be excluded from the economic mainstream because of their race or status. ✓✓
- All employees should have access to company resources and skills development programmes. ✓✓
- Any other relevant answer related to inclusivity in the workplace.

Max (6)

2.3 How SA businesses should address environmental issues

- Comply with laws and regulations put in place by SA government such as National Environmental Management Act, Environment Conservation Act and other strategies. ✓✓
- Promote environmental sustainability through minimising pollution. ✓✓
- Use alternative sources of energy with minimum impact on the environment. ✓✓
- Take an active role in environmental sustainability initiatives organised by government or communities, e.g. by funding those initiatives. ✓✓
- Any relevant answer related to how South African businesses should address environmental issues. Sub max (8)

Benefits for business

- A higher rating/scores in terms BBBEE compliance may be obtained. ✓✓
- By complying with the Johannesburg Security Index (JSI), they will be allowed to be listed on the JSE, which can attract possible investors. ✓✓
- Market share and profitability may increase because customers associate themselves with businesses that protect the environment. ✓✓
- Any relevant answer related to benefits of addressing environmental issues for businesses.

Sub max (4)
Max (12)

2.4

2.4.1

- Encourage workers to get involved in training programmes. ✓✓
- Improve employment opportunities for disadvantaged people. ✓✓
- Ensure that workplaces are transformed as places of learning. ✓✓
- Ensure that workers participate in learnership ✓✓
- Provide quality education and training at the workplace. ✓✓
- Reduce the high unemployment rate and skills shortage. ✓✓
- To assist work-seekers in finding employment, retrenched workers in re-entering the labour market and employers in finding qualified employees.
- To promote self-employment.
- To improve the employment prospects of persons previously disadvantaged by unfair discrimination.
- To redress past disadvantaged through education and training.
- To develop the skills of the South Africa workforce.
- To encourage employers to use the workplace as an active learning environment.
- To ensure quality of education and training in the workplace.
- (any other relevant answer related to the purpose of Skills Development Act)

Any 5 x 2 (10)

2.4.2 **Comment on the progress of this Act in industry**

- Clear evidence that designated workers have acquired the necessary skills through training programmes ✓✓
- Previously disadvantaged workers with the necessary skills became eligible for promotion. ✓✓
- Many learnerships are now available for capacity building and sectoral training but businesses are slow in taking advantage of this opportunity. ✓✓

Any 2 x 2 (4)

[60]

QUESTION 3

- 3.1 Excessive employee turnover
 Low morale ✓✓
 Reduced productivity
 Quality problems ✓✓
 Delayed and missed deadlines
 Increased stress ✓✓
 Abusive behaviour and distrust

Any 5 x 2 (10)

3.2

- Acknowledge that there is conflict between employees. ✓✓
- Identify the cause of the conflict. ✓✓
- Arrange for a meeting between the conflicting parties and management ✓✓
- Analyse ✓✓
- Brainstorm ✓✓
- Choosing the best idea ✓✓
- Analyse strategies to resolve the conflict. ✓✓
- Find a way forward by requesting parties to adhere to a memorandum of understanding ✓✓

OR

- Approach the conflict directly ✓✓
- Bargaining ✓✓
- Mediation ✓✓
- Arbitration ✓✓
- Right to appeal. ✓✓

Any 5 x 2 (10)

- 3.3 When conflict arises, management needs to apply certain skills, processes and procedures to resolve the situation. They may need to use some or all of the ones mentioned below:

- **Communication**

People need to feel that they are being listened to and understood. Conflict can get worse as a result of frustration and anger if management doesn't listen sympathetically and appreciate every individual's viewpoint. Then they need to calmly, simply and clearly explain their own view in an open, non-aggressive manner. ✓✓

- **Setting up forums**

There is often a need for an open discussion and conflict resolution. A forum provides a place where people can express their feelings, views and frustrations and therefore the conflict is more likely to be resolved quickly. Workplace forums allow workers to feel empowered and that their opinions are heard. ✓✓

- **Focus on the conflict and not the person**

The discussion should not become personal as this makes it difficult for people to back down and leads to high levels of stress and resentment. ✓✓

- **Neutral ground**

Establish neutral ground to make it easier to establish and work towards a common goal. ✓✓

- **Know when a mediator is needed**

Sometimes conflicts do become very tense and personal, and then it is time to get in a mediator who is objective and skilled in the negotiation process. ✓✓

Any 2 x 2 (4)

3.4

- Entitled to 3/5 days leave ✓✓ and/or on an annual basis/proportionate leave if less than 12 months of full time employment. ✓✓
- It does not accumulate on a yearly basis. ✓✓
- When your child is born or sick. ✓✓
- Death of: (spouse/life partner/parent/adoptive parent/grandparent/child or adopted child/grandchild/sibling) ✓✓

Note: Sub max of 2 marks for leave relating to death of family member.

(Max) (6)

3.5

- Divestiture ✓✓ Evaluation: it will bring in additional money from the sale of Non-profit generating assets. ✓✓ Sometimes the assets sold may be repurchased at a higher price in the future. ✓✓
- Retrenchment ✓✓ Evaluation. The business will reduce expenses by paying less salaries and wages. ✓✓ Workers will become unemployed. ✓✓
- The business will lose skilled workers. ✓✓ This will have a negative impact on the image of the business. ✓✓
- Liquidation ✓✓ Evaluation: Creditors may or may not receive the full amount due. ✓✓ This will have a negative impact on the image of the business. ✓✓
- The business may or may not receive the full amount of money owed by debtors. ✓✓ They will be blacklisted. ✓✓ The competitors will benefit from this. ✓✓
- Any other relevant answer on types of defensive strategies and evaluation.

Any 4 x 2 (8)

3.6 Examine the underlying basis of business strategy. ✓✓

- Determine the standards to measure the final results against. ✓✓
- Compare expected performance with actual performance to determine deviations. (Measure business performance.) ✓✓
- Determine and analyse the causes of deviations. ✓✓
- Develop appropriate action to prevent deviations in the future. ✓✓
- Take corrective action. ✓✓
- Continuous evaluation and control. ✓✓
- Any other relevant answer related to evaluation of strategies.

NOTE: 1. Accept steps in any order.
2. Mark first THREE (3) only.

Any 3 x 2 (6)

3.7 Professional, responsible, ethical and effective business practice methods ✓✓

- Businesses should not be started at the expense of someone else.
- The aim should never be profit at all cost, as it will always be to the disadvantage of others. ✓✓
- Businesses should not use other's ideas to enrich themselves.
- Putting someone else out of business for own gain, is unethical and a poor moral choice.
- Any other relevant answer related to starting business at the expense of someone else.

Sub max (4)

Payment of fair wages/salaries ✓✓

- Workers must not be exploited with low salaries just because it is difficult to find a job. ✓✓
- Workers' rights and dignity should be respected.
- Employees make a contribution to the success and profitability of the business, therefore they must be remunerated fairly.
- Remunerate workers for working overtime and on public holidays.
- Any other relevant answer related to payment of fair remuneration.

Sub max (4)

Hiring honest and trustworthy accountant/financial officers with good reputations. ✓✓

- Businesses should appoint accountants who are known for their ethical and professional reputation and who can prove it with documentation. ✓✓
- Any other relevant answer related to hiring honest accountants.

Sub max (4)

Regular payment of taxes✓✓

- Businesses should complete tax returns in detail and on time. ✓✓
- Businesses should not evade tax and honestly declare all income earned.
- Business should pay tax to avoid government penalties and fines.
- Any other relevant answer related to regular tax payments. Sub max (4)

Transparent processes and procedures✓✓

- Staffing and other processes should be open and transparent. ✓✓
- Employees should be aware of the employment policy of the business.
- All laws that govern employment should be communicated to workers.
- Any other relevant answer related to transparent processes and procedures. Sub max (4)

Draw up a code of ethics✓✓

- Ethical codes of conduct should be communicated to workers, so that they know what is expected and what the company stands for. ✓✓
- Employees should buy into the expectations for ethical norms/ conduct as set out in company's code of ethics.
- Any other relevant answer related to drawing up a code of ethics. Sub max (4)

On-going development and training for all employees✓✓

- Continuous and regular training is necessary to explain the importance of ethical and professional conduct. ✓✓
- Employees should understand that certain conduct/actions have certain consequences.
- Employees should be encouraged to attend training courses and upgrade their skills.
- Employees promote their own career development and also contribute to an increase in productivity.
- Any other relevant answer related to on-going training and development. Sub max (4)

Performance management system should be in place✓✓

- Business should evaluate employees' performance against the job description. ✓✓
- Employees should be acknowledged for good performance.
- Training needs can be based on the results obtained from conducting performance appraisals.
- Management systems should ensure that employees are treated equally to prevent conflict.
- Workers' rights should also be considered when management systems are introduced.
- Any other relevant answer related to performance management systems. Sub max (4)

Managers must set the tone and example. ✓✓

- Senior management members must act as role models by ensuring that their actions and decisions are in line with the code of ethics. ✓✓
 - Employees should have a desire to exhibit the behaviour of their managers.
 - Any other relevant answer related to the example set by management.
- Sub max (4)

Adequate internal controls ✓✓

- Effective monitoring systems should be in place to monitor usage of all resources. ✓✓
 - Regular meetings/discussions should identify and address potentials problems, in order to be pro-active or re-active.
 - Workers should understand the purpose and the processes of internal control.
 - Any other relevant answer related to internal control measures.
- Sub max (4)

Honesty, accountability and transparency in relationships and transactions ✓✓

- Transactions/Relationships with all stakeholders, e.g. suppliers, staff, etc. should always be honest and open. ✓✓
 - If transactions are properly documented, a paper trail is created that supports accountability.
 - Systems should protect customers, suppliers and employees, especially when dealing with financial transactions.
 - Information technology should never be used to manipulate the database or make transactions look so complicated that they are not properly inspected.
 - Any other relevant answer related to honest, accountable and transparent transactions/relationships.
- Sub max (4)

Protection of the environment ✓✓

- All laws and regulations applicable to environmental protection should be taken seriously. ✓✓
 - Laws and regulations should be adhered to so that profits are not generated at the expense of the environment.
 - Pollution and other environmental issues should always be considered in all business activities, e.g. safe disposal of waste/ dumping of toxic waste, etc.
 - Become involved in environmental awareness programs.
 - Physical working conditions should always be worker friendly, safe and should promote occupational health.
 - Physical working conditions, e.g. adequate lighting, ventilation should be taken care of.
 - Any other relevant answer related to the protection of the environment.
- Submax (4)

Any other relevant answers on ways in which professional, responsible, ethical and effective business practice should be conducted.

Max (16)
[60]

QUESTION 4**4.1 Grievance**

- It is a formal complaint laid by an employee when he/she feels that he/she has been ill-treated by the employer. ✓✓

Dispute

- Takes place when the employee disagrees with the resolution taken on the grievance, then he/she can lodge a dispute. ✓✓
- Any other relevant differences between a grievance and dispute. 2 x 2 (4)

4.2 Criteria for team performance**Interpersonal attitudes and behaviour ✓✓**

- Has a positive attitude of support and motivation towards co-team members. ✓
- Has a positive attitude and passion to achieve team objectives.
- There must be clear objectives and agreed goal.
- Team members must be committed to achieve the team objectives.

Shared values ✓✓

- Shows loyalty and respect towards team members despite differences. ✓
- Perform team tasks with integrity, responsibility and meeting team deadlines with the necessary commitment to team goals.

Communication ✓✓

- Speaks clearly and listens attentively. ✓
- Communicates with team members and allows for feedback.
- Encourage discussions about problems so that solutions can be found.

Co-operation ✓✓

- Willing to co-operate in the team to achieve team objectives. ✓
- Willingness to co-operate with management to achieve team and business objectives.
- Any other relevant answer related to criteria that individuals can use to assess themselves against team performance. Any 4 x 3 (12)

4.3 Dealing with difficult employees

- Be calm and in control of the situation to get the person to collaborate. ✓✓
- Understand the person's intentions and why they react in a certain way.
- Get perspective from others who have experienced the same kind of situation.
- Let the person know what your intentions and the reasons for your actions are, this will make them at ease.
- Build rapport by re-establishing personal connection with colleagues' instead of relying on e-mails, messaging and computers.
- Treat people with respect, not as if he/she is stupid/incapable/incompetent.
- Ask someone in authority for their input into the situation.
- If you have already tried everything above and the person is still not responding, ignore them.
- Any relevant answer related to ways of dealing with a difficult employee.

NOTE: Mark first FIVE (5) only.

Any 5 x 2 (10)

4.4

- An employee who has a grievance must first bring it to the supervisor's attention, who must attempt to resolve the issue within one working day since the issue was raised. ✓✓
- If the employee is not satisfied with the supervisor's decision, the employee will have a right to raise a formal complaint in writing. ✓✓
- This is done by completing a Formal Grievance Form and submitting it to the relevant level of management. ✓✓
- The relevant manager will arrange a meeting within one working day. The time period may be extended upon agreement by both parties. ✓✓
- This meeting shall be attended by the employee, a representative, the supervisor or manager. The manager ensures that the minutes are kept and that decisions made are recorded on the Formal Grievance Form. ✓✓
- If the employee is not satisfied, he/she will be advised to take it to the next level of management. ✓✓
- The manager will advise top management who shall arrange the meeting, consisting of the parties named. Minutes shall be kept in writing/tape recording or electronically. The decision will be recorded onto the Formal Grievance Form. ✓✓
- Should the employee still be dissatisfied with the results, he/she may make use of the statutory dispute resolving procedures, which includes the Bargaining Council and the Council for Conciliation, Mediation and Arbitration (CCMA). ✓✓
- A worker can appeal if he /she is not satisfied with the outcome. ✓✓

Any other relevant answer related to the steps in the grievance procedure 6 x 2 (12)

4.5 Business enterprises are not compelled to rehabilitate employees e.g. where alcohol or drug abuse is applicable, but employers are compelled to consider offering rehabilitation to employees who need help. ✓✓

- Encourage the employee to talk about his/her problems with people he/she can trust. ✓✓
- Give him/her leave to sort out his/her problem. ✓✓
- To guide or direct employees to professional counsellors for assistance. ✓✓
- Employees can meet with counsellors to determine where their skills, knowledge and competencies can be best put to use in the business enterprise. ✓✓
- This will give employees a goal to work towards. ✓✓
- Send affected employee to rehabilitation centres. ✓✓
- If an employee agrees to rehabilitation, it is done under the terms and conditions of the employer contract/legislation. ✓✓
- Make contact with family. ✓✓
- Any other relevant answer related to the wellbeing of an employee who has an alcohol problem.

(Max) (12)

4.6 Benefits of a good quality control system

- Effective customer services will be rendered, resulting in an increased customer satisfaction. ✓✓
- Time and resources are used efficiently.
- Productivity increase through proper time management and using high quality resources.
- Products and services are constantly improved.
- Vision and mission may be achieved.
- The business may achieve a competitive advantage over its competitors.
- Continuous training will continuously improve the quality of employees' skills and knowledge.
- Employers and employees will have a healthy working relationship which results in happy workers.
- Increased market share and profitability.
- Any other relevant answer related to the benefits of a good quality control system

Max (10)
[60]

QUESTION 5**5.1 Leadership theory**

5.1.1 Transactional leadership theory ✓✓ (2)

5.1.2 The impact of a transactional leadership theory**Positives**

- Encourages employees to work hard because they will receive rewards. ✓✓
- Improves employees' productivity and morale. ✓✓
- The goals and objectives of the business can be achieved. ✓✓
- Employees know what is expected of them. ✓✓
- Disciplinary action procedures are well communicated. ✓✓
- Any other relevant answer related to the advantages/positive impact of a transactional leadership theory.

Negatives

- Employees can become bored because they have to follow rules and procedures therefore there is no creativity in the workplace. ✓✓
- A transactional leader will have to monitor the work performance of the employees to ensure that expectations are met and this can be time-consuming. ✓✓
- Some employees may be demoralised or unmotivated if they fail to reach/meet targets despite having worked very hard. ✓✓
- This theory is not suitable for team work because all team members can be punished for poor performance caused by a member of a team. ✓✓
- Any other relevant answer related to the disadvantages/negative impact of a transactional leadership theory.

Max (4)

5.2 An individual known personally ✓✓ to the management of the business or consulting firm is approached and offered a job. ✓✓ (4)

5.3 An employment contract usually contains the following:

- The full name and address of the employer. ✓✓
- The name of the employee and his/ her occupation.
- The employee's place of work.
- The date of commencement of the employment relationship and details of a probationary period, if applicable.
- Ordinary days and hours of work plus arrangements pertaining to overtime.
- Details of deductions to be made.
- (any other relevant information to be included in the employment contract)

Any 6 x 2 (12)

5.4

5.4.1 Old Mutual Group Scheme offering investment opportunities**Identification**

Tertiary section ✓✓✓

Reason

This is rendering of service. ✓✓✓ (6)

5.4.2 SAPPI forestry planting trees.**Identification**

Primary section ✓✓✓

Reason

This extraction of natural resources ✓✓✓ (6)

5.5.1

Gross income – less deductions= net salary
R17 050- R6 864 = R 10 186 net salary

(2)

5.5.2

- Medical aid✓✓
- Retirement annuity✓✓
- Legal assistance (Legal wise✓✓)

Any 2 x 2 (4)

5.5.3. Income tax✓✓
UIF✓✓

(4)

5.5.4 10 Working days annual leave ✓✓

- This contravenes the Basic Conditions of the Employment Act 1997 (Act 75 of 1997) which states that employees are allowed to take 21 consecutive days of annual leave with full pay with continuous service of 1 year. ✓✓

Heading (2)**Discussion (2)****Resignation when Rochelle falls pregnant ✓✓**

- The law (BCEA) stipulates that Rochelle entitled to take 4 months maternity leave. ✓✓

Heading (2)**Discussion (2)****8 hours of work per day ✓✓**

- These hours of work complies with the Basic Conditions of Employment Act, 1997 (Act 75 of 1997) ✓✓
- Workers are allowed to work for 8 hours per day for a 6-day working week. ✓✓
- Any extra hours worked are subject to overtime. ✓✓
- Tina is at an advantage if she is working a five-day cycle/40 hours per week. ✓✓

Heading**(2)****Discussion****(2)****Max. (10)**

5.6 Impact of Consumer Protection Act on businesses

Positive impact

- There is now only one law for protecting consumers and this makes it easier to enforce and apply the law. ✓✓
- Protects the consumers from unfair, exploitative and aggressive business and marketing activities. ✓✓
- Promotes consumer rights and ensures that businesses do not violate these rights. ✓✓
Allows all consumers fair access to goods and services. ✓✓
- Educates consumers about how to participate in the goods and services market responsibly. ✓✓
- Enables consumers and businesses to resolve disputes fairly and in a way that respects the rights of both parties. Disputes may also be addressed by the National Consumer Commission. ✓✓
- Ensures that consumers do not buy goods of poor quality which do not meet quality standards. ✓✓
Forces businesses to promote and provide consumer education. ✓✓
Consumers are forced to make responsible and informed decisions. ✓✓
- Any other relevant answer related to the advantages of CPA.

Negative impact

- Businesses must disclose more information about their products and processes. ✓✓
The Act encourages consumers to complain. ✓✓
Consumers can take advantage of businesses. ✓✓
- The processes and procedures required of the businesses by the Act can be expensive and time consuming. ✓✓
- Some businesses feel they are unnecessarily burdened by the processes required by the CPA. ✓✓
Non-compliance may result in heavy penalties. ✓✓
- Staff need to be trained and legal experts need to be consulted, which can be expensive for smaller businesses. ✓✓
- Many business documents need to be redone/translated in order to comply with the requirement that consumers have a right to receive contracts in simple and understandable language. ✓✓
- The provisions in the Act increase the risks for insurance companies in protecting businesses against unforeseen claims and lawsuits. ✓✓
- Supply chain management for stock levels will have to be managed differently as defective goods have to be replaced within six months at the request of the customer. ✓✓
- Legal contracts must be worded in plain language and pitched at the level of the consumer who is being targeted. ✓✓
- Information technology systems need to be improved as the retailer must keep more detailed records of interactions with consumers and be able to report to the National Consumer Commission. ✓✓
- Any other relevant answer related to the impact of CPA on businesses.

Max (6)
[60]

SECTION C**QUESTION 6****6.1 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 other relevant introduction related the importance of devising a strategy and/or the importance of Porter's Five Forces model. Any 2 x 1 (2)

6.2 Suggested strategies that Kia can use to overcome the business challenges

- Kia can launch an intensive advertising campaign (intensive strategies). ✓✓
- Improve the quality of his products. ✓✓
- Sell his products at lower the prices. ✓✓
- Take-over/Merge with similar business enterprises. ✓✓
- Diversify - Kia can develop new products and sell them in new markets. ✓✓
- Any other relevant strategies that will lead to increased sales on attracting customers. Any 2 x 2 (4)

6.3 Porter's Five Forces

6.3.1 Power of Suppliers

- Suppliers refer to all Kia suppliers of, e.g. raw materials/ equipment/transport services/support services such as financial services/municipal services, etc... ✓✓
- Kia must assess the power of the suppliers to drive up the prices. ✓✓
- Suppliers that manufacture products may decide to sell directly to consumers and thus may have power over Kia business. ✓✓
- The fewer suppliers Kia can choose from, the more he will need suppliers' help/support and the more powerful the suppliers are. ✓✓
- Kia must identify the kind of power his suppliers have in terms of the uniqueness of their products or services, their reliability and their ability to make prompt deliveries. ✓✓
- Any other relevant answer related to the power of suppliers.

Name: (2)
Discussion: (6)
Max (8)

6.3.2 Power of Buyers (including intermediaries)

- Kia 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 Kia business and the cost of switching to other products/services. ✓✓
- If Kia business is dealing with a few powerful buyers, then they are often able to dictate terms to the business. ✓✓
- If Kia customers can easily go without his products/services, then they have more power over Kia to determine prices and terms of sales. ✓✓
- Kia must conduct market research so that he can really know his buyers. ✓✓
- Any other relevant answer related to the power of buyers.

Name: (2)
Discussion: (6)
Max (8)

6.3.3 Power of Competitors

- Competitors refer to businesses selling/rendering the same/similar products or services than Kia... ✓✓
- Kia must find out how many competitors there are in the market and how strong they are. ✓✓
- If Kia's competitors have unique products/services, then they have great power over Kia's business or in the market. ✓✓
- Some competitors have the necessary resources to start and survive price wars and will continue selling at a loss until other competitors leave the market. ✓✓
- If Kia has many competitors, then his business has very little power over the situation. ✓✓
- Kia must draw up a competitor's profile of each rival so that he knows exactly who he is up against. ✓✓
- Any other relevant answer related to the power of competitors.

Name: (2)
Discussion: (6)
Max (8)

6.3.4 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 Kia's products/services. ✓✓
- If Kia's product can easily be substituted, this weakens the power of his business in the market. ✓✓
- Substitute products can cause Kia's business to reduce/lose its market share completely. ✓✓
- If Kia's products are unique then he will not be threatened by substitute products. ✓✓
- If Kia's business operates in the industry where the buyers tend to switch regularly between different products without much effort or costs, the threat of substitution is high. ✓✓
- Kia must do market research to assess if customers are using substitute products/services and why are they choosing these alternatives. ✓✓
- It is important that Kia changes or improves his existing product/services to remain competitive. ✓✓
- Any other relevant answer related to the threat of substitution.

Name: (2)
Discussion: (6)
Max (8)

6.3.5 Threat of New Entrants to the Market

- The power Kia's business has in the market will depend on how easy it is for new competitors to enter the market. ✓✓
- If Kia's business is highly profitable it may attract more investors, which will put him in a more competitive position. ✓✓
- If the barriers to enter Kia's market are low, then it will be easy for other businesses to enter the market. ✓✓
- New competitors can quickly/easily enter the market if it takes little time or money to do so. ✓✓
- If there are only a few traders but many buyers in the market, it will also be easy to enter the market. ✓✓
- Any other relevant answer related to the threat of new entrants.

Name: (2)

Discussion: (6)

Max (8)

6.4 Conclusion

- If Kia 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. ✓✓
- With a clear understanding of where his power lies, the business can avoid taking any wrong steps in future. ✓✓
- Porter's Five Forces model is useful for analysing and determining the competitive position of the business in its market. ✓✓
- This model makes it possible for businesses to monitor the movement of power in the market and to adapt in time to the advantage of businesses and the economy in general. ✓✓
- Any other relevant conclusion with regard to strategies and analysing the market environment.

Any 1 x 2 (2)
[40]

Breakdown of mark allocation

| Details | Maximum | Total |
|--------------------------|---------|-------------------|
| Introduction | 2 | Max 32 |
| Strategies | 4 | |
| Power of Suppliers | 8 | |
| Power of Buyers | 8 | |
| Power of Competitors | 8 | |
| Threat of Substitution | 8 | |
| Threat of new Entrants | 8 | |
| Conclusion | 2 | |
| INSIGHT | | |
| Layout | | 2 |
| Analysis, interpretation | | 2 |
| Synthesis | | 2 |
| Originality, Examples | | 2 |
| TOTAL MARKS | | 40 |

QUESTION 7**INTRODUCTION****7.1**

- Enterprises realise that they cannot exist in isolation, and have to interact with the various environments. ✓
- Many institutions in South Africa have their own code of conduct and code of ethics and a commitment to ethical and professional behavior. ✓
- A code of practice usually addresses professional behaviour/professionalism, whereas a code of ethics contains ethical actions/what is right and acceptable in a business. ✓
- Any other relevant introduction on the relevant introduction on the relationship between business ethics and professionalism. ✓

Any 2 x 1 (2)

7.2 Differences between professionalism and unprofessionalism

| Aspect | Professionalism | Unprofessionalism |
|--|---|--|
| 7.2.1 Respect✓ (1) | <ul style="list-style-type: none"> - Use polite language towards colleagues. ✓✓ - Help others and listen to advice from others. ✓✓ - Acknowledge differences in background / culture / religion. ✓✓ - Any other relevant example of respect to show professionalism. Max (2) | <ul style="list-style-type: none"> - Use rude/impolite language. ✓✓ - Swearing at a colleague. ✓✓ - Nasty remarks about other people's ideas/opinions. ✓✓ - Ridiculing differences in language, culture or religion. ✓✓ - Inappropriate, offensive clothing. - Any other relevant example of respect to show unprofessionalism. Max (2) |
| 7.2.2 Integrity✓ (1) | <ul style="list-style-type: none"> - Looking after equipment. ✓✓ - Keep to the working hours. ✓✓ - Not bending the law to suit oneself. ✓✓ - Engage in open dealings. ✓✓ - Any other relevant example of integrity to show professionalism. Max (2) | <ul style="list-style-type: none"> - Use business's resources for private purposes. - Take without permission/Steal business resources. - Make feeble excuses for work not done. - Accept bribery. - Any other relevant example of integrity to show unprofessionalism. Max (2) |
| 7.2.3 Competency✓ (1) | <ul style="list-style-type: none"> - Doing the best possible job. ✓✓ - Work overtime if necessary. ✓✓ - Going beyond job descriptions. ✓✓ - Coach and mentor colleagues. ✓✓ - Any other relevant example of competency to show professionalism. Max (2) | <ul style="list-style-type: none"> - Take shortcuts with tasks. ✓✓ - Not meeting deadlines. ✓✓ - Refuse to work overtime although colleagues are doing it. ✓✓ - Not taking pride in completing tasks thoroughly. ✓✓ - Any other relevant example of competency to show unprofessionalism. Max (2) |

| | | |
|---|--|---|
| <p>7.2.4 Confidentiality</p> <p>(1)</p> | <ul style="list-style-type: none"> - Keep clients' information private and confidential. ✓✓ - Refrain from criticising clients in front of colleagues and vice versa. ✓✓ - Not using clients' information to own advantage. ✓✓ - Any other relevant example of confidentiality to show professionalism. <p>Max (2)</p> | <ul style="list-style-type: none"> - Gossip about clients. ✓✓ - Discuss confidential client information with colleagues. ✓✓ - Use client information for own advantage. ✓✓ - Any other relevant example of confidentiality to show unprofessionalism. <p>Max (2)</p> |
| <p>7.2.5 Objectivity</p> <p>(1)</p> | <ul style="list-style-type: none"> - Treat people equally. ✓✓ - Apply laws/rules consistently and properly. ✓✓ - Remain objective at all times. ✓✓ - Any other relevant example of objectivity to show professionalism. <p>Max (2)</p> | <ul style="list-style-type: none"> - Have special preferences for own benefit. ✓✓ - Have one-sided views. ✓✓ - Support destructive ideas. ✓✓ - Any other relevant example of objectivity to show unprofessionalism. <p>Max (2)</p> |
| <p>7.2.6 Development</p> <p>(1)</p> | <ul style="list-style-type: none"> - Attend skills development programmes. ✓✓ - Learn from senior / experienced colleagues. ✓✓ - Improve knowledge through reading and conducting research. ✓✓ - Any other relevant example of development to show professionalism. ✓✓ <p>Max (2)</p> | <ul style="list-style-type: none"> - Refuse to attend skills development programmes. ✓✓ - Have a 'know it all' attitude. ✓✓ - Refuse to work in teams. ✓✓ - Disregard the experience of senior workers. ✓✓ - Any other relevant example of development to show unprofessionalism. <p>Max (2)</p> |

Name: (1)

Example of professionalism: (2)

Example of unprofessionalism: (2)

Max (15)

7.3 Taxation Evaluation

- The government needs revenue from taxation to provide essential services such as housing, education, infrastructural development and health care. ✓✓
- Professional behaviour for the business in this regard would be for the business not to avoid tax by falsifying financial records. ✓✓
- Company tax, VAT and personal income tax are some of the main sources of income for the government. ✓✓
- Tax evasion is illegal in South Africa and is regarded as a crime punishable with a fine or even prison sentence. ✓✓
- SARS oversees the collection of tax. ✓✓
- Any other relevant evaluation on taxation. (Sub max)

Strategies to Address Taxation

- Employees should report any tax evasion or tax avoidance in a business. ✓✓
- Consumers, suppliers and buyers should ensure that all products are correctly invoiced and recorded. ✓✓
- The public should report any suspicion of tax fraud to SARS. ✓✓
- Businesses should be aware and up to date with the latest SARS regulations and tax laws. ✓✓
- Business should pay their taxes to avoid penalties and interest and even imprisonment. ✓✓
- Any other relevant answer related to strategies to address taxation.

Any 2 x 2 (4)

7.4 Unauthorised use of funds Evaluation

- Fraud is a theft, misuse of money that belongs to the employer. ✓✓
- Fraud increases the cost of doing business, affects competition and discourages investors by raising prices to absorb the losses. ✓✓
- This leads up to money laundering which affect the economy and also unethical. ✓✓
- Any other relevant evaluation on unauthorised use of funds.

Submax (6)

Strategies to Address Unauthorised use of Funds

- The business and management should keep a tight control of company funds. ✓✓
- Only authorized and trustworthy employees should be given access to company money. ✓✓
- Management should audit all spending regularly. ✓✓
- Clear policies should be in place so that employees are aware what is considered to be theft. ✓✓
- Limit, to the absolute minimum, the number of employees who have access to funds. ✓✓
- Formulate a fraud prevention strategy. ✓✓
- Identify vulnerable areas. ✓✓
- Combat fraud through internal auditing. ✓✓

Any 2 x 2 (4)

7.5 Abuse of working time Evaluation

- Many business are faced with the dilemma that employees use working time for their personal activities. ✓✓
- It is unethical to use working time to do personal things, for example playing computer games during working time/doing private work, etc. ✓✓
- It increases the expenses of the business as workers are not productive.
- Any other relevant evaluation on abuse of working time.

Sub max (6)

Strategies to Address Abuse of Working Time

- Businesses and managers should give clearly structured work programmes. ✓✓
- Employers should be clear on the policy on what is and is not allowed during working hours. ✓✓
- Structure working hours in such a way that employees have free time for personal matters. ✓✓
- Many businesses are allowing their employees to work flexible working hours e.g. an employee works from 7:00 to 16:00 or 9:00 to 18:00 instead of working from 8:00 -17:00. ✓✓
- An employer can allow its employees a particular number of phone calls, copies or data from the internet – once an employee has used up his/her benefits, he/she is required to pay for further use of the facilities.
- Employers should monitor phone calls, the number of copies made and time employees spend on the internet. ✓✓
- Employers should remind employees that profit will increase if expenses (such as telephone and paper) decreases, thus leaving more money to pay out in bonuses. ✓✓

Any 2 x 2 (4)

7.6 Conclusion

- Business need to implement policies and legislation. ✓
- Business should monitor and evaluate the implementation of these policies and legislations. ✓
- Any other relevant conclusion on price fixing/ethics. (max)

NOTE: Candidates should be awarded marks when examples demonstrate understanding.

(2)

Breakdown of mark allocation

| Details | Maximum | Total |
|-----------------------------------|---------|-------------------|
| Introduction | 2 | Max 32 |
| Defferences | 4 | |
| Taxation | 10 | |
| Abuse of working time | 10 | |
| Unauthorised use of company funds | 10 | |
| Conclusion | 2 | |
| INSIGHT | | |
| Layout | | 2 |
| Analysis, interpretation | | 2 |
| Synthesis | | 2 |
| Originality, Examples | | 2 |
| TOTAL MARKS | | 40 |

LASO – For each component

Award 2 marks if all requirements are met.

Award 1 mark if only some of the requirements are met.

Award 0 marks where requirements are not met at all.

QUESTION 8**8.1 Introduction**

- Leaders have vision for their businesses. ✓
- Leaders encourage workers through motivation. ✓
- Leaders who take calculated risks are able to make use of profitable opportunities. ✓
- Managers are able to manage the business effectively. ✓
- Any other relevant introduction related to leadership and management.

Any 2 x 1 (2)

8.2 Distinguish between leadership and management

| MANAGEMENT | LEADERSHIP |
|---|---|
| Demands respect, authority and wants to control. ✓✓ | Invites and motivates freedom of speech and inspires trust. ✓✓ |
| Gives orders/instructions. ✓✓ | Seeks to empower/facilitates employees. ✓✓ |
| Thinks that they know all the answers. ✓✓ | Asks the right questions to get to the right answers. ✓✓ |
| Focuses on the task. ✓✓ | Focuses on individuals/groups. ✓✓ |
| Focuses on the implementation of policies. ✓✓ | Focuses on motivating workers to help with the implementation processes. ✓✓ |
| Follows/Implements the vision of the enterprise. ✓✓ | Provides a vision for the enterprise. ✓✓ |
| Minimises and controls risk. ✓✓ | Always on the lookout for business opportunities. ✓✓ |
| Ensures that profit targets are met. ✓✓ | Strategises to increase profitability. ✓✓ |
| Administer ✓✓ | Innovate ✓✓ |
| Have a short-term view ✓✓ | Have a long-term view ✓✓ |
| Monitor people ✓✓ | Inspire people ✓✓ |
| Implement plans ✓✓ | Develop goals ✓✓ |
| Maintain and monitor ✓✓ | Challenge staff and managers ✓✓ |
| Ask when, how, where and who ✓✓ | Ask why ✓✓ |

Any other relevant distinction between management and leadership.

Max (6)

8.3.1 Consensus leadership Positives:

- Has the expertise and needs to consult with the subordinates. ✓✓
- Involves the subordinates in decision-making/policy formulation/problem solving. ✓✓
- Seeks opinions and ideas from subordinates, but the leader remains accountable and has the authority to make the final decision. ✓✓
- Wins the support of the subordinates because they feel part of the team. ✓✓
- Better decisions are made, because of various inputs. ✓✓
- New leaders may benefit from ideas obtained from experienced subordinates. ✓✓

Negatives:

- This leadership style is time-consuming especially when urgent decisions have to be made. ✓✓
- Some leaders are reluctant to use this style, because they may view it as a sign of weakness to ask for advice from subordinates. ✓✓
- Leaders who do not consider the inputs from subordinates may discourage any future inputs. ✓✓
- Any relevant answer related to the evaluation of the Consensus leadership style.

Submax (6)

Application:

- This leadership style is useful when the leader and the subordinates need to contribute towards decision making. ✓✓
- May be used when making decisions that affect the whole business. ✓✓
- Cannot be applied in urgent/quick decision making. ✓✓
- Applied only if subordinates have necessary knowledge/information to contribute towards decisions. ✓✓
- Applied when the leader knows the problem, but does not have all the information to make a final decision. ✓✓
- Any relevant application of the Consensus leadership style.

Sub max (2)
(Max) (8)**8.3.2 Autocratic leadership style Positives:**

- Gives directives and instructions as a way of communicating with subordinates. ✓✓
- This leadership style can be used when urgent/quick decisions must be made. ✓✓
- Works well with inexperienced employees. ✓✓
- Deadlines may be met, as work is completed according to the leader's specification. ✓✓

Negatives:

- Can de-motivate subordinates/followers. ✓✓
- Makes all decisions alone with little or no consideration for the inputs of subordinates. ✓✓
- Subordinates are told what to do and how to do it without being given the opportunity to give inputs or make suggestions. ✓✓
- Employees' inputs and innovations may be lost. ✓✓
- Any other relevant answer related to the evaluation of the Autocratic leadership style.

Sub max (6)

Application:

- Used in crisis situations, e.g. disaster relief management. ✓✓
 - Applied when implementing business policies/government legislation. ✓✓
 - Used when all the information is available to solve the problem. ✓✓
 - Used when dealing with employees who are not cooperative in the workplace. ✓✓
 - Any other relevant application of the Autocratic leadership style.
- Sub max (2)
(Max) (8)

8.3.3 Laissez-faire/free reign leadership/management style

- The leader is not part of the decision making process, but allows employees to make all the decisions within the framework/limits of the policy. ✓✓
- The leader gets involved when requested. ✓✓
- The leader is responsible and accountable for the employees' decisions and actions. ✓✓
- Employees are left on their own with minimal interference. ✓✓
- This may lead to frustration on the part of employees when they lack experience or have not earned the trust of the leader. ✓✓
- Any other relevant advantages related to Laissez-faire/free reign leadership/management style.

Negatives:

- Incorrect decisions can be taken if the staff are inexperienced ✓✓
 - This style can prevent goals from being reached if the staff loses their direction. ✓✓
 - Can be time consuming. ✓✓
 - Team members might misunderstand the objectives. ✓✓
 - Could lead to under performance. ✓✓
 - Productivity might be low. ✓✓
 - Could lead to conflict when some team members assume the role of leaders and dictate the work to others ✓✓
 - Any other relevant disadvantages related to the Laissez-faire/free reign leadership/management style
- Sub max (6)

Application

- This leadership style can be used when the leader is empowering his/her employees through the delegation of duties. ✓✓
 - Useful when employees are knowledgeable and experienced. ✓✓
 - It works well in situations where employees are highly skilled in analysing situations and offering solutions. ✓✓
 - Any other relevant answer related to the application of Laissez-faire/free reign Leadership/management style
- Sub max (2)
(Max) (8)

8.4 Conclusion

- Not all people are able to be both leaders and managers. ✓✓
- It is very important for the success of a business to have managers and leaders with certain qualities. ✓✓
- Any other relevant conclusion on leadership and management. Any 1 x 2 (2)

NOTE: 1. Candidates should be awarded marks when examples demonstrate understanding.
 2. If another approach is used in answering this question, take into consideration the sub max's as indicated above.

Breakdown of mark allocation

| Details | Maximum | Total |
|---|---------|-------------------|
| Introduction | 2 | Max 32 |
| Distinguish between leadership and management | 10 | |
| Consensus leadership style | 8 | |
| Autocratic leadership style | 8 | |
| Laissez-faire/free reign | 8 | |
| Conclusion | 2 | |
| INSIGHT | | |
| Layout | | 2 |
| Analysis, interpretation | | 2 |
| Synthesis | | 2 |
| Originality, Examples | | 2 |
| TOTAL MARKS | | 40 |

LASO – For each component:
 Allocate 2 marks if all requirements are met.
 Allocate 1 mark if only some of the requirements are met.
 Allocate 0 marks where requirements are not met at all.

[40]

QUESTION 9**9.1 Introduction**

- TQM is a quality assurance and control system that was developed by the Japanese. ✓
- This system involves every part of the business and quality is everyone's responsibility, including every department and every employee. ✓
- The principles and value of quality are embedded in the organizational culture and ethics. ✓
- All employees take responsibility for the quality of their work and outputs, and machines and equipment are checked regularly. ✓
- All inputs including raw materials are checked thoroughly and discussions are often held on how to improve quality. ✓
- The quality management process includes a customer satisfaction survey, which informs the business of any changes that need to be made. ✓
- Any other relevant introduction related to TQM.

Any 2x1 (2)

9.2 Impact of Total Quality Management System on size of Business**9.2.1 Continuous Skills Development****Small enterprise (Sole Trader)**

- It is essential to empower the employees and this comes through constant training and development so that they are able to critically look at the systems, processes and products during the process and reflect on the quality. ✓✓
- Continuous skills development is not always easy in a small company as there is often no time as everyone is involved in so many different aspects of the business. ✓✓
- There is a more holistic approach to the training as there is a smaller group of employees. ✓✓
- People employed in smaller businesses are often required to perform a wide range of tasks
- Hence, skills development is vital to ensure survival of small businesses.
- Smaller businesses can, however, find it more difficult to cope with their daily operations when staff is sent away for skills development training.
- It is expensive to use training consultants.

Sub max (6)

Large enterprise

- Large businesses have a human resource department that is dedicated to skills training and development. ✓✓
- They need to make sure that the training is relevant to the product and will in fact result in improved customer satisfaction. ✓✓
- It is very difficult to get the same message out to everyone in the company. ✓✓
- Poor communication system may prevent effective training from taking place.
- Trained employees may leave for better jobs after they gained more skills.
- Demotivate employees, if they do not receive recognition for training.
- Any other relevant responses related to the impact of continuous skills development on large businesses.
- Large businesses have access to a greater range of skills than smaller businesses, because they usually employ more people.
- Large businesses can do skills training on a rotation basis – which limits the impact on the continuity of business operations.

Sub max (6)

9.2.2 Total Client Satisfaction**Small enterprise (Sole Trader)**

- Smaller companies often have a closer and more personal relationship with the client. ✓✓
- They are often more in contact with the client and are able to determine their ongoing satisfaction levels. ✓✓
- Smaller enterprises may find it difficult to find employees to run the business and to give their full attention to total customer satisfaction.
- Small businesses often do not have enough staff to justify a customer service department.
- Hence, staff members must divide their time between customer service and completing all their other tasks as well.

Sub max (6)

Large enterprise

- The employees of larger companies very seldom come into any contact with their clients and often do not have a very clear idea of what will satisfy their needs. ✓✓
- Market research and customer surveys are essential and should be made available to all employees to see how the clients felt about the product. ✓✓
- In order to have total client satisfaction, a company needs total involvement and commitment to the total quality management system from all of the employees. ✓✓

Sub max (6)

9.2.3 Continuous Improvements to Systems and Processes

Small enterprise (Sole Trader)

- Improving systems and processes can become costly especially if it involves the purchasing of new machinery and equipment. ✓✓
- It is easier for the employees of a smaller staff to buy into the idea of a change in system or process than in a large company. ✓✓
- Employees in smaller businesses are often required to multitask.
- This means that finding ways of improving a business is only one of many tasks needed to be performed by the same employees.
- Quality work and good performance is often compromised when employees focus on many tasks at the same time.
- Small business often do not enjoy the benefits of having on-site IT-specialists or engineers-if problems arise, time is wasted on waiting for outside specialists.

Sub max (6)

Large enterprise

- Large companies often have a person dedicated to the improvement of systems and processes. ✓✓
- Systems and processes take time and effort to implement in a large company as the message takes a lot longer to spread. ✓✓
- Large companies have the capital for new equipment required for systems and processes. ✓✓
- Large companies are often more willing to take the risk or trying a new process and system. ✓✓
- Larger businesses usually employ a team of people to look for ways of improving processes and systems
- Large businesses often have people like engineers and IT-specialists on site – this enables them to address problems immediately.

Sub max (6)

9.3 Conclusion

TQM is about more than just the quality of the products or service but includes the whole organisation from the customer's point of view. ✓

It is about continuously planning, doing and checking quality. ✓ In this way, customer satisfaction is considered by each employee and business in all their tasks and activities.

Any 1 x 2 (2)

Breakdown of mark allocation

| Details | Maximum | Total |
|-------------------------------|----------------|-------------------|
| Introduction | 2 | Max 32 |
| Continuous Skills Development | 12 | |
| Total Client Satisfaction | 12 | |
| Continuous Improvements | 12 | |
| Conclusion | 2 | |
| INSIGHT | | |
| Layout | | 2 |
| Analysis, interpretation | | 2 |
| Synthesis | | 2 |
| Originality, Examples | | 2 |
| TOTAL MARKS | | 40 |

GRAND TOTAL: [300]