



Western Cape  
Government

**CURRICULUM FET**  
**CAPE WINELANDS**  
**BUSINESS STUDIES**  
**LEARNER WORKBOOK**

**2025 TERM 2: ONLINE WINTER SCHOOL**



**ONLINE PROGRAMME**

**GRADE 12**



Western Cape  
Government

**QUALITY EDUCATION**

for every child | in every classroom | in every school in the province.

<b>TOPIC</b>	<b>BUSINESS STUDIES PAPER 1</b>
<b>DATE</b>	<b>7 JULY 2025</b>

## INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

1. This question paper consists of THREE sections and covers parts of Business Environments and Business operations.

### SECTION A:

1. Serves as a **PRE- & POST TESTS** for learners to complete at the **START & END** of the session.
2. Write your answers on the separate ANSWER SHEET provided.
3. Learners have the option to take online or pen and paper tests. Pen and paper tests are swapped amongst **peer group of learners** and marked after the **Tutor** has covered Section A.
4. The **Teacher** must record the group's average results for reporting purposes.
5. Tests are filed as evidence for auditing purposes.

**SECTION B:** Consists of THREE questions.

All the questions must be completed in the Learner Workbook.

**SECTION C:** Consists of FOUR questions.

All the questions must be completed in the Learner Workbook.

2. Except where other instructions are given, answers must be in **FULL SENTENCES**
3. Use the table below as a guide for mark and time allocation when answering each question.

<b>TOPICS</b>	<b>QUESTION</b>	<b>MARKS</b>	<b>TIME (minutes)</b>
<b>PRE- &amp; POST TEST</b>	<b>1</b>	30 + 30	30
<b>Business sectors &amp; Business strategies</b>	<b>2</b>	62	20
<b>Quality of Performance &amp; Human Resources function</b>	<b>4</b>	90	30
<b>Business strategies</b>	<b>5</b>	40	20
<b>Quality of Performance &amp;</b>	<b>6</b>	40	20
<b>TOTAL</b>			<b>2 HRS</b>

## SECTION B

### QUESTION 2: BUSINESS ENVIRONMENTS (BUSINESS SECTORS & BUSINESS STRATEGIES)

**NOTE TO LEARNER:** Make sure that you can distinguish clearly between control the business has over each of the THREE environments

2.1 Identify the business environment represented by EACH of the following statements and state the extent to which a business may control each of these environments.

Use the table below as a GUIDE to answer this QUESTION

2.1.1 The employees of Glenellen's strawberry farm are regularly absent.

2.1.2 The suppliers of Quality Cakes do not deliver stock on time.

2.1.3 The buildings of A-Line Catering Services have been destroyed by heavy storms. (9)

BUSINESS ENVIRONMENTS	EXTENT OF CONTROL
1.	
2.	
3.	

**NOTE TO LEARNER:** Quote the business challenges verbatim (as it appears) from the scenario

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

#### THABO CHEMICALS (TC)

Thabo Chemicals specialise in manufacturing paint. One of their suppliers is Solvents and Additives, is sometimes out of stock. The manager lacks adequate management skills, the business recently obtained a loan from Cash Bank at a high interest rate.

2.2.1 Name the business sector in which TC operates. Motivate your answer by quoting from the scenario. (3)

2.2.2 Classify TC's challenges according to the THREE business environments. (6)

2.2.3 State the extent of control TC have over each environment. (3)

Use the table below as a GUIDE to answer this QUESTION


<b>CHALLENGE (2.2.1)</b>	<b>BUSINESS ENVIRONMENT (2.2.2)</b>	<b>EXTENT OF CONTROL (2.2.3)</b>
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2.3 Identify the type of business strategy illustrated in EACH of the statements below.

2.3.1 Elle Clothing Manufacturers took over Safwaan's Clothing Retailers for efficiency and profitability. (2)

2.3.2 Sifiso Supermarkets reduced the prices of their products to increase sales. (2)

2.3.3 Wordsworth Books expanded their business by selling stationery to attract new customers. (2)

2.4 State any THREE types of diversification strategies. (3)


2.5 Identify the type of defensive strategy applied by Mayfair Manufacturers in EACH statement below:

2.5.1 Mayfair Manufacturers sold some of their assets that are no longer productive.

2.5.2 Management decided to terminate the employment contracts of some employees for operational reasons. (4)

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

**SANZA BOOKS (SB)**

Sanza Books specializes in selling school textbooks in the western Cape. Recently they also opened branches in the Free State and Gauteng provinces.

2.6.1 Name the type of intensive strategy implemented by Sanza Books. (2)

2.6.2 Explain the advantages of intensive strategies. (4)


---

2.7 Identify the type of integration strategy applied by Tuffee Shoe Manufacturers in EACH statement below:

2.7.1 Tuffee Shoe Manufacturers decided to combine their business with Walter Fashionable Shoes.

(2)

2.7.2 Tuffee Shoe Manufacturers took over King Shoe Manufacturers in order to gain a larger market share.

[Empty box]

(2)

2.7.3 Tuffee Shoe Manufacturers combined with Yolani Suppliers to speed up the manufacturing process.

(2)

[Empty box]

2.8 Identify the force of Porter's Five Forces model that applies to Manke Gardens in EACH statement below:

2.8.1 Manke Gardens only needed a small amount of capital to start his business.

(2)

[Empty box]

2.8.2 Siya opened a new garden service offering services at lower prices than Manke Gardens.

(2)

[Empty box]

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

**NAFEESAH WEDDING GOWNS (NWG)**  
Nafeesah sells quality wedding gowns and accessories .The profitability of the business has decreased due to the high inflation rate.

2.9.1 Name the PESTLE factor that pose a challenge to NWG in the scenario above.

(2)

[Empty box]

2.9.2 Explain ways in which NWG can deal with the challenges posed by the PESTLE factor identified in QUESTION 2.9.1.

(6)

[Empty box]

2.10 Identify the PESTLE elements that pose a challenge to Nana Traders in EACH statement below:

2.10.1 Many customers cannot afford their products due to low-income levels, resulting in a decline in sales.

(2)

[Empty box]

2.10.2 Nana Traders can no longer afford to deliver goods due to the increase in the fuel price.

(2)

[Empty box]

**QUESTION 3: BUSINESS OPERATIONS (QUALITY OF PERFORMANCE)**

**NOTE TO LEARNER:**

- **DO NOT** confuse the meaning of quality performance with quality assurance or quality control.
- **DO NOT** confuse the meaning of quality management with quality performance.
- **DO NOT** be limited to one fact as this question requires you to elaborate on this concept.

3.1 Distinguish between quality management and quality performance

(8)


**NOTE TO LEARNER:**

- Be clear about the BENEFITS of a **good quality management system**
  - **DO NOT** relate this to the impact of total client satisfaction.
  - **DO NOT** base answers on customer satisfaction.
  - **DO NOT** base answers on increased market share and profitability.
- Write in full sentences on the benefits of a good quality management to obtain two marks for each fact.
- **DO NOT** repeat same answers as in QUESTION 4.3.1

3.2 **Read the scenario below and answer the questions that follow:**

**RAINBOW CLOTHING ENTERPRISE (RCE)**

Riana is the owner of Rainbow Clothing Enterprise. She was requested to share ideas on how she maintains the high-quality standard of her products. She indicated that her employees are trained on a regular basis. Time and resources are also used efficiently.

- 3.2.1 Quote TWO benefits of a good quality management system from the scenario above. (2)


- 3.2.2 Explain to Riana other benefits of a good quality management system. (6)



**NOTE TO LEARNER:**

- Know the EIGHT different business functions.
- Know the key words to identify the different business functions from the scenarios.
- Write down "financial function" and NOT "finance function" as an answer.
- **DO NOT** confuse the financial function with the administration function.
- **DO NOT** confuse **Quality indicators** of business functions with **TQM elements**.

3.3 Identify the business function represented by the quality performance in EACH of the scenarios below:

3.3.1 Lungiswa is responsible for promoting the image of the business. (2)

--

3.3.2 Nadeem ensures that the business's expenditures are kept at a minimum. (2)

--

3.3.3 Zebbies (Pty) Ltd uses an expensive filing system to keep the business documents organised. (2)

--

3.4 Explain the quality indicators of the following functions:

3.4.1 Purchasing function (4)


3.4.2 Marketing function (4)


**NOTE TO LEARNER:**

- Know the FIVE different Total Quality Management (TQM) elements.
- Know the key words to identify the different Total Quality Management (TQM) elements from the statements.

4.5 Identify the total quality management (TQM) element illustrated in EACH statement below

4.5.1 The management of Fresh Fruit & Veg ensures that customer complaints are handled within 24 hours. (2)

--

4.5.2 The employees of Thandi's Consulting regularly attend training courses on service delivery. (2)

--

4.5.3 Kitchen Appliances Manufacturers uses modern production technology to ensure their products are in line with the latest innovations. (2)

--

**NOTE TO LEARNER:** Quote the total quality management (TQM) element verbatim (as it appears) from the scenario

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

<b>SHAKIRA LEATHERS LIMITED (SLL)</b>
Shakira's Leathers Limited is a large business that specialises in the manufacturing of quality leather shoes. They often upgrade their production process to stay ahead of their competitors. Customers are always requested to provide feedback about their products.

4.6.1 Identify the total quality management (TQM) elements applied by SLL. Motivate your answer by quoting from the scenario above. Use the table the below as a GUIDE to answer this question (6)

TQM ELEMENT	MOTIVATION

**NOTE TO LEARNER:** Provide full sentences (advantages and/or disadvantages) of this TQM element and not general statements.

(4)

4.6.2 Evaluate the impact of ONE the TQM elements identifies in QUESTION 4.6.1.


**NOTE TO LEARNER:** The PDCA model forms part of **continuous improvement to processes and systems**.

4.7 Explain how businesses should apply the PDCA cycle in order to improve the quality of their products.

(12)


**NOTE TO LEARNER:**

- **DO NOT** confuse this question with the impact of continuous improvement to processes and systems.
- **DO NOT** write general statements on the advantages of continuous improvement to processes

4.8 Advise businesses on the role of quality circles in improving the quality of their products and services.

(8)



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

**TROUT FISHERIES (TF)**

Trout Fisheries (TF) sold freshly fried fish to a variety of customers. TF were known for the high quality of their fish products and obtained a large market share. Then the management of TF neglected the implementation of certain total quality management (TQM) elements. TF received poor publicity due to the low quality of some products. Their profits also declined resulting in investors withdrawing their money.

**NOTE TO LEARNER:** Quote the results of poor implementation of TQM verbatim (as it appears) from the scenario

4.9.1 Quote TWO results of poor implementation of TQM by TF from the scenario above. (2)


**NOTE TO LEARNER:**

- Write full, complete sentences.
- **DO NOT** give definitions of quality concepts.
- Provide negative responses for **poor implementation of TQM** and **NOT** positive answers

4.9.2 Explain the impact if TQM is poorly implemented by businesses, except those mentioned in QUESTION 4.9.1. (6)


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

---

### **FATIMA FABRICS (FF)**

Fatima Fabrics specialises in the sale of silk material dresses. FF pays Josef per unit of material produced. Peter, the manager, receives a monthly salary.

4.10.1 Identify the type of salary determination method used for Josef and Peter. Motivate your answer by quoting from the scenario above.

(6)

Use the table below as a GUIDE to answer QUESTION 3.2 above.

	<b>SALARY DETERMINATION METHOD</b>	<b>MOTIVATION</b>
<b>JOSEF</b>		
<b>PETER</b>		

4.10.2 Explain the link between salary determination and the Basic Conditions of Employment Act.

(4)


4.10.3 Discuss the Unemployment Insurance Fund (UIF) as a benefit required by law.

(6)


4.10.4 Discuss the reasons for the termination of an employment contract.

(6)


## SECTION C

### QUESTION 5.1: BUSINESS ENVIRONMENTS (STRATEGIES)

#### NOTE TO LEARNER:

- **DO NOT** repeat words or statements that were used in the preamble.
- Study at least **five facts** for each topic when preparing essays.
- Write at least **FOUR** facts in full sentences for each bullet question to answer the essay.
- **Double ticks** (✓✓) will be awarded for the action verb '**Outline**' for steps in the strategic management process.
  - **DO NOT confuse** the **strategic management process** with **steps** they should consider when **evaluating strategies**.
- **Part marks** i.e. split ticks (...✓...✓), will be awarded when you "**Explain**" how to apply Power of suppliers and Power of competitors/Competitive rivalry as part of the Porter's Five Forces Model. It is important to remember why this model is used when answering this question.
  - Remember why businesses use PORTER'S!
- **IMPORTANT** - to analyse their position in the market environment.
- The **SECOND** tick for the **explanation/elaboration** of the fact.
- "**Advise**" is a higher order action verb in which case **double ticks** (✓✓) will be awarded for on the steps they should consider when evaluating strategies.
- **NOTE: Strategy evaluation** is done as **the last process** intended to **check if the strategy implemented was successful or not**.

Businesses need to develop suitable strategies to deal with challenges in the business environment. Integration strategies could be implemented in response to findings from applying Porter's Five Forces model. Strategy evaluation forms an integral part of the strategic management process.

Write an essay on business strategies in which you include the following aspects:

- Outline the steps in the strategic management process.
- Explain how businesses could apply the following forces of the Porter's Five Forces model to analyse their position in the market environment:
  - Power of suppliers
  - Power of competitors/Competitive rivalry





<b>5.</b>	
<b>6.</b>	

## QUESTION 6.1: BUSINESS OPERATIONS (QUALITY OF PERFORMANCE)

### NOTE TO LEARNER:

- **DO NOT** repeat words or statements that were used in the preamble
- Bullet 1: **DO NOT** confuse the meaning of quality assurance with quality control.
  - Provide TWO facts instead of one for each concept.
- Bullet 2: **DO NOT** confuse the quality indicators of the **financial function** with those of the **purchasing function**.
- Bullet 3: **DO NOT** confuse the impact of **Continuous Skill Development** as a TQM element with the impact of the **Skills Development Act** on businesses.
  - **DO NOT** write answers on **customer satisfaction, increased sales** and **profitability**.
- Bullet 4: **DO NOT** limit answers to one/two facts on ways in which TQM can reduce the cost of quality.
- **DO NOT** confuse this question with the quality indicators of the purchasing function and with the impact of TQM if poorly implemented by businesses.

A good management system includes the quality control and quality assurance of products. It is argued that the general management, financial function and human resources function play an important role in implementing total quality management. Continuous improvement to processes and systems as a TQM element has a great impact on businesses. TQM elements can assist businesses in reducing the cost of quality.

Write an essay on Total Quality Management in which you include the following aspects:

- Outline the between quality control and quality assurance.
- Explain quality indicators of the following business functions:
  - Purchasing function
  - Financial function
  - Human Resources function
- Discuss the impact of continuous improvement to processes and systems as a TQM element on large businesses.
- Recommend ways in which Total Quality Management (TQM) can reduce the cost of quality.

[40]

## QUESTION 6.1: BUSINESS OPERATIONS (QUALITY OF PERFORMANCE)







5.	
6.	

<b>TOPIC</b>	<b>BUSINESS STUDIES PAPER 2</b>
<b>DATE</b>	<b>9 JULY 2025</b>

## INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

- This question paper consists of THREE sections and covers TWO main topics

### SECTION A:

- Serves as a **PRE- & POST TEST** for learners to complete at the **START & END** of the session.
- Write your answers on the separate **ANSWER SHEET** provided.
- Tests are swapped amongst **Peer Learners** and marked after the **Tutor** has covered Section A.
- The **Teacher** must record the group's average results for reporting purposes.
- Test are filed as evidence for auditing purposes.

**SECTION B:** Consists of THREE questions.

All the questions must be completed on the spaces provided.

**SECTION C:** Consists of TWO questions.

All the questions must be completed on the spaces provided.

- Except where other instructions are given, answers must be in **FULL SENTENCES**
- Use the table below as guide for mark and time allocation when answering each question.

<b>TOPIC</b>	<b>QUESTION</b>	<b>MARKS</b>	<b>TIME (minutes)</b>
<b>PRE- &amp; POST TESTS</b>	<b>1</b>	30 + 30	30 + 30
<b>Leadership &amp; Management</b>	<b>2</b>	24	30
<b>Investment: Insurance</b> <b>Investment: Securities</b>	<b>3</b>	74	75
<b>Team Performance &amp; Conflict Management</b> <b>Creative thinking &amp; Problem-solving</b> <b>Professionalism &amp; Ethics</b>	<b>4</b>	72	75

<b>Investments: Securities</b>	<b>5</b>	40	30
<b>Team Performance &amp; Conflict Management</b>	<b>6</b>	40	30
<b>TOTAL</b>			<b>5 HRS</b>

## SECTION B

### QUESTION 2: BUSINESS VENTURES ( MANAGEMENT & LEADERSHIP)

#### NOTE TO LEARNER:

#### MANAGEMENT & LEADERSHIP

- DO NOT confuse the meaning of Leadership with General Management which is covered in Paper 1.
- You must be able to identify leadership styles and leadership theories from given scenarios.
- There are SIX leadership styles and THREE leadership and management theories. You should have a clear understanding between leadership theories and styles.
- When studying Leadership Styles, first understand the meaning, application, and the impact of each leadership style. You need to learn the following about each leadership styles:
  - Definition
  - Situations in which the leadership styles can be applied
  - Impact e.g. advantages AND/OR disadvantages
- A THEORY guides leaders on how to lead and manage people. You must be able to give a detailed explanation of each Leadership Theory.
- DO NOT confuse a Transactional leadership style with the Transformational leadership theory.
  - The word “transform” refers to making changes in how a business runs to make it more competitive. This theory provides guidelines on how leaders should manage their followers in a dynamic business environment that requires turn-around strategies.
- DO NOT confuse the role of personal attitude in successful leadership with the characteristics of leaders or entrepreneurial qualities. The focus is on “HOW personal attitude” contributes to successful leadership

2.1 Read the scenario below and answer the questions that follow

#### **ISLAND ENTERPRISES (IE)**

Jacky, the general manager at Island Enterprises, uses her personality to influence subordinates to work hard. She is mindful of the role of personal attitude in successful leadership.

2.1.1 Identify the leadership style used by Jacky in the scenario above. (2)

2.1.2 Advise Jacky on the role of personal attitude in successful leadership. (4)


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

**HIGH QUALITY DESIGNERS (HQD)**

High Quality Designers wants to improve the quality of their products. They encourage and motivate their employees to adapt to change quickly. Management always applies the leadership style that suits the task at hand. HQD is aware of the role of personal attitude in successful leadership.

2.2.1 Identify TWO leadership theories applied by HQD. Motivate your answer by quoting from the scenario above.

Use the table below as to answer QUESTION 2.2.1.

LEADERSHIP THEORIES	MOTIVATIONS
1.	
2.	

(6)

2.3 Distinguish between the democratic and autocratic leadership styles.

(8)

DEMOCRATIC LEADERSHIP STYLE	AUTOCRATIC LEADERSHIP STYLE

2.4 Identify the leadership theory applied by Lethabo to manage his employees in EACH statement below:

2.4.1 Lethabo uses different leadership styles in different circumstances.

(2)

--

2.4.2 He encourages his employees to be creative and explore new ways of doing things.

(2)

--

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### QUESTION 3: BUSINESS VENTURES (INVESTMENT: INSURANCE)

#### NOTE TO LEARNER:

- DO NOT confuse the concept of the Under-Insurance with Average Clause.
- When calculating the Average Clause:
  - DO NOT use the incorrect formula of dividing the market value by the insured value.
- If your final answer is incorrect, you can still obtain marks for (1) providing the formula, & (2) showing the workings.

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

**PRO-COVER INSURERS (PCI)**

Yolanda owns a holiday house in Durban valued at R2 million. She insured her house with Pro-Cover Insurers for R1,5 million. A fire in the main bedroom caused damages of R100 000. She submitted a claim to PCI for the full amount of the damages.

(2)

3.1.1 Name the insurance clause that is applicable to Yolanda's claim in the scenario above.

--

(4)

3.1.2 Elaborate on the insurance concept identified in QUESTION 3.1.1


3.1.3 Calculate the amount that Pro-Cover Insurers will pay Yolanda for the damages she suffered. Show ALL calculations.

(4)


3.1.4 Explain to Yolanda the reason/s why she did not qualify for the full amount of damages.

(2)


**NOTE TO LEARNER:**

- o DO NOT confuse the meaning of EXCESS with shares. As this concept was asked for the first time in the 2021 NSC examination under Section A, learners can expect it to appear under Section B for 4-6 marks.

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

Sam's computer was insured for R6000 with an excess payment of R500. When it was stolen, the insurer paid out R5500 to Sam for a new computer.

Elaborate on the meaning of the following insurance concepts:

3.2.1 Excess

(4)

(4)

**3.2.2** Reinstatement

**3.3** Explain the differences between over and under insurance.

(4)

OVER INSURANCE	UNDER INSURANCE

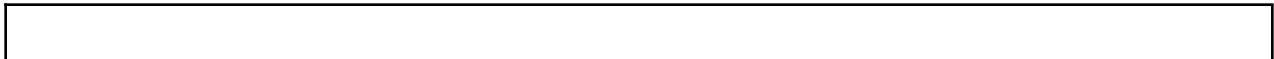
**NOTE TO LEARNER:**

- First study the principles of insurance BEFORE you focus on the differences between Insurance and Assurance.
- The principle of "indemnification" is based on a short term insurance, while "security" on long term insurance. You must have an in-depth understanding of all four principles of insurance and be advised that these principles form part of an insurance contract. If your final answer is incorrect, you can still obtain marks for (1) providing the formula, & (2) showing the workings.

**3.4** Discuss the following principles of insurance:

**3.4.1** Indemnification

(4)

**3.4.2** Security



**NOTE TO LEARNER:**

- When explaining the Importance/Advantages of Insurance:
  - DO NOT confuse it with the meaning of Reinstatement and Indemnification.
  - DO NOT refer to the advantages of insurance on individuals, unless specified, or the benefits of COIDA as a compulsory insurance.
- Take note that the key word "protect" appears FOUR times in this content and the word "transfers" appears TWO times, but in different context. These key words may assist you to formulate statements on the advantages of insurance for businesses.

**3.7 Discuss the importance of insurance for businesses.**

**(4)**

**NOTE TO LEARNER:**

- When explaining COIDA as a type of compulsory insurance do not explain the Compensation Fund in the context of an Act whereby penalties for non-compliance are applied. Some candidates also confuse COIDA with RAF and UIF as types of compulsory insurance.
- When explaining benefits of the Unemployment Insurance Fund (UIF) as a compulsory benefit do not give examples of fringe benefits (Human Resources) or provisions of the Basic Conditions of Employment Act (BCEA), which is part of Paper 1. formulate statements on the advantages of insurance for businesses.

**3.8** Read the scenario below and answer the question that follows.

**ELECTRIC-CALL (EC)**

Electric-Call (EC) offer electrical repair services to households and businesses. Each electrician is allocated a company vehicle to travel to clients. One of the electricians sustained an injury during the performance of her duties.

**3.8.1** Identify TWO compulsory insurances payable by Electric-Call Ltd. Motivate (6) your answer by quoting from the scenario above.  
Use the table below to answer QUESTION 3.8.1

**COMPULSORY INSURANCE**

**MOTIVATION**

Discuss maternity benefits as a type of benefit paid out by the Unemployment Insurance Fund (UIF).

**3.8.2** Discuss the types of compulsory insurance identified in QUESTION 3.8.1

(4)

**3.8.3**

(4)

## INVESTMENTS: SECURITIES

### NOTE TO LEARNER:

- DO NOT confuse Fixed Deposit with either the RSA Retail Savings Bonds or Unit Trusts as a form of investment.
- When distinguishing between RSA Retail Savings Bonds and Unit Trusts, focus on the minimum amounts required to invest.
- Investment decision factors must be linked to the decisions to invest. Research examples of Types of investment opportunities and Forms investments that are relevant to each investment decision.
- The best method to study the different types of Shares & types of Preference Shares is to use a table.
- When identifying different types of Preference shares from statements, do not write 'ordinary shares' instead of 'ordinary preference shares'.
- DO NOT confuse the meaning of Liquidity with Liquidation (a Business Strategy) which is covered in Paper 1.
- DO NOT confuse the meaning of Return on investment with Period of investment.advantages of insurance for businesses.

**3.9** Discuss the following factors that should be considered when making investment decisions:

**3.9.1** Liquidity

(2)


**3.9.2** Return on investment

(2)


**3.10** Evaluate the impact of the following forms of investment

**3.10.1** RSA Retail Savings Bonds

(4)



(4)

**3.10.2** Unit trust

**QUESTION 4: BUSINESS ROLES (TEAM PERFORMANCE & CONFLICT)**

**4.1** Identify the criteria for successful team performance applied by Sanki Engineering in EACH statement below:

**4.1.1** Team members meet deadlines with a commitment to reaching the team goals. (2)

--

**4.1.2** All the team members participate in decision-making. (2)

--

**4.1.3** They have open and honest discussions leading to effective solutions to problems. (2)

--

**4.1.4** Team members have a positive attitude of support and motivation towards other members of their team. (2)

--

**4.2** Differentiate between grievance and conflict. Give ONE example of each to support your answer. (6)

GRIEVANCE	CONFLICT

**4.3** Read the scenario below and answer the questions that follow.

**LELETHU SHUTTLE SERVICES (LSS)**

Lelethu Shuttle Services provide transport services for tourists in Sharpeville. Albert, a well-experienced employee in the transport industry, refuses to take instructions from management. Njabulo, the supervisor at LSS, is always arguing and fighting with the clients.

**4.3.1** Identify the types of difficult personalities displayed by Albert and Njabulo. Motivate your answer by quoting from the scenario above. (6)

Use the table below to answer QUESTION 4.3.1.

EMPLOYEES	TYPE OF DIFFICULT PERSONALITY	MOTIVATION

Albert	
Njabulo	

**4.3.2** Recommend ONE strategy that LSS can use to deal with EACH type of difficult personality identified in QUESTION 4.3.1 (4)

**4.4** Explain the importance of team dynamic theories in improving team performance. (4)

**CREATIVE THINKING & PROBLEM SOLVING.**

**4.5** Explain how businesses can create an environment that promotes creative thinking in the workplace. (6)

**4.6** Discuss the advantages of creative thinking in the workplace (4)

**4.7** Outline the differences between problem-solving and decision-making (8)

<b>PROBLEM-SOLVING</b>	<b>DECISION-MAKING</b>

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

**MARY TEXTILES (MT)**

Mary Textiles intends to introduce a new product range in their summer collection. They considered all the supporting and opposing ideas for change. MT also requested employees to generate new ideas aloud in large groups.

Identify TWO problem-solving techniques used by MT. Motivate your answer by quoting from the scenario above

Use the table below answer QUESTION 4.10

(6)

PROBLEM-SOLVING TECHNIQUES	MOTIVATIONS

**PROFESSIONALISM & ETHICS**

4.9 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 to answer QUESTION 4.9

(6)











6.	