





Province of the
EASTERN CAPE
EDUCATION

DIRECTORATE SENIOR CURRICULUM MANAGEMENT (SEN-FET)

HOME SCHOOLING SELF-STUDY ANSWER SHEET

SUBJECT	BUSINESS STUDIES	GRADE	12	DATE	26/05/2020
TOPIC	BUSINESS ROLES & BUSINESS VENTURES	TERM 1 REVISION		TERM 1-3 CONTENT	x

QUESTION 1: BUSINESS ROLES

EC/SEPT 2017

1.1 Stages of team development

- Forming ✓
- Storming ✓
- Norming ✓
- Performing ✓
- Adjourning/Mourning ✓

(3)

Any other relevant answer related to the stages of team development.

NOTE: Mark the first THREE (3) only.

(3 x 1)

1.2 Advantages of creative thinking in the workplace.

- Starts/Ignites business's process of problem solving, ✓ as there are usually more problems and not enough solutions. ✓
- Better/Unique/Unconventional ideas/solutions ✓ is generated. ✓

- May give a business a competitive advantage ✓ if unusual/unique solutions/ideas/strategies are implemented. ✓
 - Complex business problems ✓ may be solved. ✓
 - Productivity increases ✓ as business's management/employees may quickly generate multiple ideas to utilise time and money more effectively. ✓
 - Managers/Employees have more confidence ✓ as they can live up to their full potential. ✓
 - Managers will be better leaders ✓ as they will be able to handle/manage change(s) positively and creatively. ✓
 - Managers/Employees can develop a completely new outlook, ✓ which may be applied to any task(s) they may do. ✓
 - Leads to more positive attitudes ✓ as managers/employees feel that they have contributed towards problem solving. ✓
 - Improves motivation ✓ amongst staff members. ✓
 - Managers/Employees have a feeling of great accomplishment ✓ and they will not resist/obstruct once they solved a problem/contributed towards the success of the business. ✓
 - Business's management/employees may keep up ✓ with fast changing technology. ✓
 - Stimulates brain function of employees/managers, ✓ as they are continuously pushed out of their comfort zone. ✓
 - Creativity may lead to new inventions ✓ which improves the general standard of living. ✓
- Any other relevant answer related to the advantages of creative thinking in the workplace. (6)
- Max. (6)

1.3.1 Unethical business practice.

- Tax evasion ✓✓

Motivation

- Roy, the owner of True Blue Sports, does not record all the transactions of his business as required by South African Revenue Services. ✓
- Max (3) (3)

1.3.2 Unethical business practices

- Sexual harassment ✓
- Unauthorised use of workplace funds and resources ✓
- Unfair advertising ✓ - Pricing of goods in rural areas ✓

- Abuse of work time ✓
- Any other relevant answer related to unethical business practices.

NOTE: Mark the first FOUR (4) only.

(4 x 1) (4)

1.3.3 Professional, responsible, ethical and effective business practice

- True Blue Sports should not start other business ventures at the expense of others. ✓✓
- They should pay fair wages. ✓✓
- All employees should be treated equally. ✓✓
- Appoint honest/trustworthy accountants with a good reputation. ✓✓
- Staffing and other processes should be open and transparent. ✓✓
- Draw up a code of ethics. ✓✓
- Managers must set the tone for professional/responsible/ethical behaviour. ✓✓
- There must be adequate internal control systems in place. ✓✓
- There should be honesty in all relationships/transactions in the business. ✓✓
- Employees should understand ethical business practices through effective communication/training. ✓✓
- Seminars on business ethics should be held for managers and the employees to help them understand the importance of the ethical work culture of the business. ✓✓
- Management must consider the impact of their decisions/actions on all stakeholders. ✓✓
- Regulations applicable to environmental protection should be taken seriously. ✓✓
- They should charge fair prices in rural areas. ✓✓

Any other relevant recommendation related to ways in which TBS should conduct business professionally, responsibly and ethically.

NOTE: Mark the first THREE (3) only.

(3 x 2)

(6)

Recommend THREE ways in which TBS should conduct business professionally, responsibly and ethically.

(6)

1.4 Criteria for successful teams.

Interpersonal attitudes and behaviour ✓✓

- Members have a positive attitude of support and motivation ✓ towards each other. ✓

- Good/Sound interpersonal relationships ✓ will ensure job satisfaction/ increase productivity of the team. ✓
 - Members are committed/passionate ✓ towards achieving a common goal/objectives. ✓
 - Team leader acknowledges/gives credit to members ✓ for positive contributions. ✓
- Any other relevant answer related to interpersonal attitudes and behaviour of successful teams.

Criteria (2)
Explanation (1)
Sub-max. (3)

Shared values/Mutual trust and support ✓✓

- Shows loyalty/respect/trust towards team members ✓ despite differences. ✓
 - Shows respect ✓ to the knowledge/skills of other members. ✓
 - Perform team tasks with integrity/pursuing responsibility/meeting team deadlines ✓ with necessary commitment to team goals. ✓
- Any other relevant answer related to shared values/mutual trust and support of members in successful teams.

Criteria (2)
Explanation (1)
Sub-max. (3)

Communication ✓✓

- A clear set of processes/procedures for teamwork ✓ ensures that every team member understands his/her role. ✓
 - Ability to communicate well ✓ and make quick decisions. ✓
 - Communicates with team members ✓ and allows for feedback. ✓ - Encourages discussion about the problem ✓ so that solutions can be found. ✓
 - Continuous review of team progress ✓ ensures that team members can rectify mistakes/act pro-actively to ensure that goals/targets are reached. ✓
- Any other relevant answer related to communication in successful teams.

Criteria (2)
Explanation (1)
Sub-max. (3)

Co-operation/Collaboration ✓✓

- Clearly defined realistic goals are set, ✓ so that all members know exactly what is to be accomplished. ✓
 - Willingness to co-operate as a unit ✓ to achieve team objectives. ✓
 - Co-operate with management ✓ to achieve team/business objectives. ✓
 - Agree on methods/ways to get the job done effectively ✓ without wasting time on conflict resolution. ✓
 - All members ✓ take part in decision-making. ✓
 - A balanced composition of skills/knowledge/experience/expertise ✓ ensures that teams achieve their objectives. ✓
- Any other relevant answer related to co-operation/collaboration in successful teams.

Criteria (2)
Explanation (1)
Sub-max. (3) (9)

NOTE: 1. Mark the first THREE (3) only.

2. Consider any other relevant criteria for a successful team. (3 x 3)

1.5 Differences between ethics and professionalism.

ETHICS	PROFESSIONALISM
• Set of standards ✓ of expected behaviour. ✓ - Set of values ✓ that are morally acceptable. ✓	• Knowledge and skills ✓ of a profession.
• Acceptable ✓ to society/group/ community. ✓	• Used for the good ✓ of the employees/individuals. ✓
• Forms part of the employees' ✓ code of conduct. ✓	• Apply a code of conduct ✓ set by the profession or business. ✓
• Focus is on developing a moral compass ✓ to use in decision-making. ✓	• Focus is on upholding the reputation ✓ of the business/ profession. ✓
• Seeks to avoid harm ✓ while promoting benefit to others. ✓	• Conforms to a specific standard in terms of quality and competence ✓ while also being legal and ethical. ✓
• Any other relevant answer related to ethics. •	• Any other relevant answer related to professionalism

(6)

NOTE: 1. The differences must be clear.

2. Answer does not have to be in tabular format.

3. Award a maximum of THREE (3) marks if the differences is not clear / Mark either ethics or professionalism only.

4. Accept paragraph style answer.

Max.

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

1.6.1 **Problem-solving technique**

- Delphi technique ✓✓

Motivation

- To request a group of business experts to complete questionnaires. ✓ (1)

Max.

(3)

1.6.2 **Advantages of the Delphi technique**

- A group of experts will be used ✓ without bringing them together. ✓
- Experts will give clear ideas/solutions ✓ on how to improve on low productivity/ profitability. ✓
- Panel members/Experts can give new information ✓ on problems. ✓
- Information received from experts ✓ can be kept confidential. ✓
- It reduces noise levels in an office environment ✓ since there is no group discussion. ✓
- Panel members/Experts need to reach consensus, ✓ so that the best solution is found. ✓
- All experts are given an equal opportunity to give their opinions, ✓ so no one dominates the process. ✓

Any other relevant advantages related to the use of the Delphi technique in solving business problems.

Max.

(6)

1.7 **Benefits of diversity in the workplace.**

- Workforce diversity improves the ability of a business ✓ to solve problems/innovate/ cultivate diverse markets. ✓
- Employees value each other's diversity ✓ and learn to connect/communicate across lines of difference. ✓
- Diversity in the workforce improves ✓ morale/motivation. ✓
- Employees demonstrate greater loyalty to the business ✓ because they feel respected/accepted/understood. ✓

- A diversified workforce can give businesses a competitive advantage ✓ as they can render better services. ✓
- Being respectful of differences/demonstrating diversity ✓ makes good business sense/improves profitability. ✓
- Diverse businesses ensure that its policies/practices ✓ empower every employee to perform at his/her full potential. ✓
- Customers increasingly evaluate businesses ✓ on how they manage diversity in the workplace. ✓
- Employees from different backgrounds ✓ can bring different perspectives to the business. ✓
- A diversified workforce stimulates debate ✓ on new and improved ways of getting things done. ✓
- Employees represent various groups ✓ and are therefore better able to recognise customer needs and satisfy consumers. ✓
- Businesses with a diverse workforce are more likely to have a good public image ✓ and attract more customers. ✓

(6)

Any other relevant answer related to the benefits of diversity in the workplace. Max.

1.8 Ways in which the businesses can deal with diversity issues in the workplace:

1.8.1 Age

- Promotions should not be linked to age, but rather to specific skills set. ✓✓
- A business must not employ children aged 15 or younger. ✓✓
- The ages of permanent workers should vary from 18 to 65 to include all age groups. ✓✓
- A business may employ a person who is older than the normal retirement age provided that person is the most suitable candidate. ✓✓
- Businesses must encourage older employees to help young employees to develop their potential. ✓✓
- Young employees must be advised to respect and learn from older employees. ✓✓
- The business should encourage employees to be sensitive to different perspectives of various age groups. ✓✓

Any other relevant answer related to the way in which businesses can deal with age as a diversity issue in the workplace. Max.

(4)

1.8.2 Disability

- Provide employment opportunities for people with disabilities. ✓✓
 - Accommodate people with disabilities by providing facilities/ramps for wheelchairs, ✓✓
etc.
 - Ensure that workers with special needs are not marginalised/feel excluded from
workplace activities. ✓✓
 - Business should be well informed with how to deal with disabled employees. ✓✓
 - Policies and programs should accommodate the needs of people with disabilities. ✓✓
 - Create an organisational culture and climate that is conducive for people with disabilities.
✓✓
 - Employees should be trained to deal with colleagues with disabilities. ✓✓
 - Bringing in external experts to help with disability and accommodation issues. ✓✓
 - Ensure that employees with disabilities are treated fairly. ✓✓
 - Focus on job skills/work performance of the disabled, rather than their disability/possible
problems they may pose in the future. ✓✓
- Any other relevant answer related to the way in which businesses can deal with disability
as a diversity issue in the workplace.

(4)
Max.
[60]

QUESTION 2 BUSINESS VENTURES (MANAGEMENT AND LEADERSHIP)

(EC/JUNE 2017)

2.1 Introduction

- Good leaders are also good managers, as both can inspire / energise people and bring about
change. ✓
 - Leaders and managers can create opportunities and motivate people to be productive which lead
to successful businesses. ✓
 - Many managers are also good leaders with excellent management skills. ✓
 - Some managers are task driven which may result in conflict if employees' interests are neglected.
✓
 - Managers who ignore their leadership role will not be able to motivate people to get the job done
successfully. ✓
 - Leadership theories guide leaders on how to address / manage certain situations. ✓
- Any other relevant introduction related to management and leadership styles / theories. (Max)

(2)

2.2 Leadership.

- Influences ✓ human behaviour. ✓
- Communicates ✓ by means of inter-action / behaviour / vision / values / charisma. ✓
- Encourages new ideas ✓ to increase productivity. ✓
- Inspires ✓ staff to trust and support each other. ✓
- Focuses ✓ on what and why. ✓
- Does the right ✓ things. ✓ - Focuses ✓ on the horizon to take long- term decisions. ✓
- Leaders are born ✓ with natural / instinctive leadership skills. ✓
- Guides / Leads ✓ people to become active participants. ✓
- Have power ✓ / influence because of his / her knowledge / intelligence / skills. ✓
- Always trying to find more efficient ways ✓ of completing tasks. ✓
- Motivational / Inspirational ✓ in their approach. ✓
- People orientated. ✓✓
- Lead ✓ by example / respect. ✓

Any other relevant answer related to leadership.

(4)

(Max) (8)

2.3 Autocratic Positives

- Quick decisions ✓ can be taken without consulting / considering followers / employees. ✓
 - Work gets done ✓ in time / on schedule. ✓
 - Line of command / communication is clear ✓ as it is top-down / followers know exactly what to do. ✓
 - Direct supervision and strict control ✓ ensure high quality products / service. ✓
 - Provides strong leadership ✓ which makes new employees feel confident and safe. ✓
 - Works well in large companies ✓ where consultation with every employee is impractical. ✓
 - Clear guidance ✓ can be given to low-skilled / inexperienced / new staff. ✓
 - Useful in a crisis / urgent situation ✓, e.g. after an accident / meeting tight deadlines. ✓
- Any other relevant answer related to a positive evaluation of an autocratic leadership style.

AND / OR

- Leaders and followers may become divided ✓ and may not agree on ways to solve problems. ✓
- Workers can be demotivated ✓ as their opinions / ideas are not considered. ✓
- De-motivated workers ✓ impact negatively on productivity. ✓

- New / Creative / Cost reducing ideas ✓ may not be used / implemented / never be considered. ✓
 - Followers may feel that they are not valued ✓ resulting in high absenteeism and high employee turnover. ✓
 - Experienced and highly skilled workers will resist an autocratic leadership style ✓ because it results in less growth, participation and creativity. ✓
- Any other relevant answer related to a negative evaluation of an autocratic leadership style.

(Max) (8)

2.3.2 Charismatic

Positives:

- This leadership style is used when management has identified low morale ✓ amongst employees. ✓
- The leader uses personal charm / inspiration ✓ rather than power and authority to influence or lead subordinates. ✓
- Serves as a role model ✓ and people follow him / her. ✓
- Has vision ✓ and is able to communicate well with others. ✓
- Praises subordinates ✓, even for little success achieved. ✓
- Has a good value ✓ that may lead the company to greater success? ✓
- Charismatic leaders have faith ✓ and believe in themselves, that is why they inspire their subordinates. ✓

Any other relevant answer related to a positive evaluation of a charismatic leadership style.

AND / OR

Negatives:

- Charismatic leaders are tolerant of challenges ✓, because they want to make subordinates feel special / happy. ✓
- Perceive themselves ✓ as irreplaceable. ✓
- May not always be objective in assessing employees' capabilities ✓ as they are focusing on making them feel good. ✓

Any other relevant answer related to the evaluation of the Charismatic leadership style.

(Max) (8)

2.3.3 Laissez-Faire style

Positives

- Workers / Followers are allowed to make decisions ✓ on their own policies / methods. ✓
 - Subordinates have maximum freedom ✓ and can work independently. ✓
 - Leader motivates workers by trusting them ✓ to do things themselves / on their own. ✓
 - Authority is delegated ✓, which can be motivating / empowering to competent workers / increase productivity. ✓
 - Subordinates are experts ✓ and know what they want / can take responsibility for their actions. ✓
 - Suitable for coaching / mentoring to motivate employees ✓ to achieve more / better things. ✓
 - It can be empowering for competent followers ✓ as they are completely trusted to do their job. ✓
 - Individual team members may improve / develop ✓ leadership skills. ✓
- Any other relevant answer related to a positive evaluation of a laissez-faire leadership style.

AND / OR

Negatives

- Lack of clear direction / leadership ✓ may be demotivating to employees. ✓
 - Employees can be held responsible for their own work ✓ which may lead to underperformance. ✓
 - Could lead to conflict when some team members act as leaders ✓ and dictate to other team members. ✓
 - Workers are expected to solve ✓ their own conflict situations. ✓
 - Productivity may be compromised ✓ with a lack of tight control over workers not meeting deadlines. ✓
 - Productivity might be low ✓, if employees lack the necessary knowledge or skills. ✓
- Any other relevant answer related to a negative evaluation of laissez-faire leadership style.

(Max) (8)

2.4 Comparison between situational and transformational leadership theories.

Situational Leadership	Transformational Leadership
Leaders: • Adapt their leadership style to suit the situation they are faced with. ✓	Leaders • Inspire followers with a shared vision / passion / enthusiasm and empowerment / Lead by example. ✓✓.

• Show various skills and characters. ✓✓	• Challenge existing structures / processes in the business. ✓✓
• Leadership is task related. ✓✓	• Leadership is people-orientated. ✓✓
• Relationship between leaders and employees is based on mutual trust / respect / loyalty / integrity / honesty. ✓✓	• Leaders have trust / respect / admiration of their followers / subordinates. ✓
• Assume a facilitators' role, if employees / followers are skilled / motivated. ✓✓	• Keep communication lines open. ✓✓
• Any other relevant answer related to situational leadership.	• Any other relevant answer related to Transformational Leadership
Followers:	Followers:
• Should have high levels of maturity. ✓✓	• May achieve objectives through higher ideals / moral values. ✓✓
• May be willing to do tasks, but may not have the necessary skills. ✓✓	• Are motivated / encouraged to put group interest first. ✓✓
• Highly skilled followers are able to work on their own. ✓✓	• Need constant mentoring and support. ✓✓
(Sub-max) (6)	(Sub-max) (6)

Max (10)

2.5 Situation in which situational and transformational leadership theories is applied

Situational:

- Suitable to manage changes caused by internal and external factors of the three business environments. ✓✓
 - Application of the theory depends on the particular situation / circumstance that prevails within the organisation. ✓✓
 - Used when it matches the needs of followers, e.g. inexperienced employees / followers require a different form of leadership than more experienced employees / followers. ✓✓
 - Applied to address a crisis / conflict in the workplace. ✓✓
- Any other relevant answer related to the application of the situational leadership theory in the workplace.

NOTE: Mark the first TWO (2) only.

(Sub max) (4)

Transformational:

- Suitable for implementing changes in the business. ✓✓

- May be applied when followers / employees have a low morale / are demotivated / are underperforming. √√
- Applied during the strategic planning process, where vision / mission / objectives have to be developed / changed. √√ - When a business is restructuring and exploring new ways of doing things. √√ - Any other relevant answer related to the application of the transformational leadership theory in the workplace. NOTE: Mark the first TWO (2) only. (Sub max) (4)
(4) (Max) (8)

2.6 CONCLUSION

- A leader who is positive / enthusiastic / energetic will inspire his followers to improve / empower / uplift themselves and achieve their own personal goals. √√
- Managers can also be successful leaders if they not only focus on the task at hand, but also the people / workers who will execute the task. √√
- Leaders who understand various leadership styles and theories may be able to lead effectively and handle any situation. √√

Any other relevant conclusion related to leadership styles / theories of management and leadership that will ensure the success of any business. (Max) (2)

[40]

BREAKDOWN OF MARK ALLOCATION

DETAILS	MAXIMUM	TOTAL
Introduction	2	32
Leadership	4	
Evaluate autocratic, charismatic & Laissez-faire	24	
Comparison Situational vs. Transformational	10	
Application of theories	2	
Conclusion	2	
INSIGHT		8
Layout	2	
Analysis/Interpretation	2	
Synthesis	2	
Originality/Examples	2	

TOTAL		40
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LASO - For each component:

Allocate 2 marks if all requirements are met

Allocate 1 mark if some requirements are met

Allocate 0 marks where requirements are not met at all

TOTAL [100]