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Form: 4
Examiner: M. Strachan
Moderator: N. Nell and L. Amaral

Date: 14 July 2020
Time: 120 Minutes
Total: 250 Marks

TRINITY EXAMINATION

Please read these instructions carefully:

1. This paper consists of 18 pages. Please check that your question paper is complete.
2. Read the questions carefully and plan the length of your answers in relation to the marks allocated for each question.
3. All questions are compulsory
4. Please make sure to write your name in the space provided.
5. Use your own words and insight when answering questions.
6. It is in your own interest to type quickly and present your work neatly.
7. Refer to the case studies when required.

I hereby state that this assessment is occurring in normal testing conditions and that I maintain my integrity whilst I complete this assessment: Name.....
DATE.....,PLACE (where assessment is taking place).....

Student Name_____Teachers Initials_____

Allocation of marks

Q1	Q2	Q3	Q4	Q5	Q6	Total

Section A

(100 marks)

Question 1

(40 marks)

Choose the most correct answer and write it in the space below the questions.

1.1 Which of the following can describe an intrapreneur?

- A Is a risk taker
- B Prefers the stability of monthly income
- C Chases their dreams in order to attain success.
- D None of the above

1.2 Which of the following would be used to calculate the return on investment for Woolworths?

- a) Trade and other receivables
- b) Bank
- c) Net profit.
- d) Shareholder's equity.
- e) Gross Profit

- A a and e
- B a and b
- C b and c
- D c and d

1.3 Attracting job applicants with the necessary skills refers to.....

- A Placement
- B Selection
- C Recruitment
- D Induction

1.4 Which ethical theory involves a set of values or rules to determine if an action is ethical or not?

- A Consequence-based theory
- B Utilitarian theory
- C Principle-based theory
- D Narrative-based theory

- 1.5 Which of the following is an example of a Stakeholder at Spar?
- A. The cashier at Spar
 - B. The customers at spar
 - C. The owners of the franchise
 - D. all of the above
- 1.6 Top management makes these types of decisions.
- A. Operational
 - B. Day-to-Day
 - C. Strategic
 - D. Tactical
- 1.7 According to the Belbin theory, what are the three roles in People Oriented Teams?
- A The resource investigator, the team worker and the coordinator.
 - B The finisher, the implementer and the shaper.
 - C The evaluator, the plant and the specialist.
 - D The financier, the creator, and the gamer.
- 1.8 When an outcome of a situation determines if an action is ethical or not.
- A Utilitarian theory
 - B Consequence-based theory
 - C Principle-based theory
 - D Narrative-based theory
- 1.9 In a crisis which is not one of the ways to move forward?
- A Communication
 - B Developing coping skills
 - C Learning from mistakes
 - D Counselling.
- 1.10 A tree type planning tool that breaks down the elements of work that needs to be done.
- A Action plan
 - B Work Breakdown Structure
 - C Timeline
 - D Gantt chart

- 1.11 Two cleaners are fighting and a manager gets involved to ensure that each party has a turn to speak and to ensure that all the information is given. This is an example of:
- A Conciliation
 - B Negotiation
 - C Mediation
 - D Arbitration
- 1.12 When a manager recalls a discussion with a customer, it is an example of.....
- A Visual learners
 - B Kinesthetic learners
 - C Auditory learners
 - D Sensory learners
- 1.13 If there was a fire in the business; What management style would be the most effective in dealing with the situation?
- A Democratic
 - B Laissez faire
 - C Autocratic
 - D None of the above
- 1.14 After goods have been stolen from a factory, replacing cameras and installing a trellidor are examples of what stages in a crisis?
- A Pre-crisis
 - B Post-crisis
 - C Mid-post-crisis
 - D Mid-crisis
- 1.15 A manager reprimanding a cashier is an example of:
- A Vertical communication
 - B Horizontal communication
 - C External communication
 - D Diagonal communication
- 1.16 A challenge that a Pick n Pay could face from the market environment could be
- A Increase in the VAT rate.
 - B Dissatisfaction by cashiers with the way performance appraisals are done.
 - C A shift in consumer preferences to more health based products.
 - D An increase in the number of retail stores in the CBD of Pretoria.

1.17 The outbreak of the Corona virus in South Africa would be considered which PESTLE factor?

- A Social
- B Technological
- C Environmental
- D Legal

1.18 Which of the following would be used to calculate the Acid Test Ratio? (3)

i	Current Assets	ii	Current Liabilities
iii	Current Assets – Trading Stock	iv	Total Liabilities
v	Total Assets	vi	Trading Stock

Choose the right combination

- A ii and iii
- B i and ii
- C iii and iv
- D v and vi

1.19 Calculate the Solvency Ratio with the following amounts: Stock R37 000, Total Assets: R240 000, Total liabilities: R90 000, Current Assets R60 00 and current liabilities R50 00 (3)

- A 1 : 1.66
- B 1 : 2.66
- C 2.66 : 1
- D 1.66 : 1

1.1	1.2	1.3	1.4	1.5	1.6	1.7	1.8	1.9	
1.10	1.11	1.12	1.13	1.14	1.15	1.16	1.17	1.18	1.19

Question 2

(40 marks)

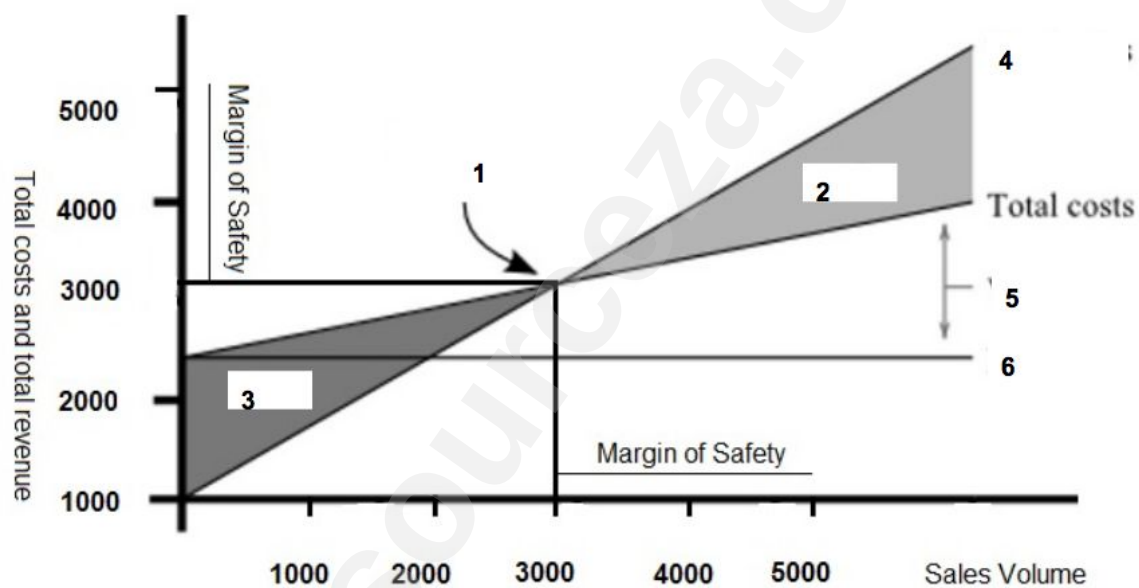
- 2.1 Match the descriptions in Column A with the concepts in Column B. Write only the correct letter from Column B under the appropriate question number of Column A in the space provided in the grid at the end of the question. (22)

Column A		Column B
2.1.1	Managers inform workers on what must be done but do not get involved in telling workers how to achieve these objectives,	A Level of rivalry B Intrapreneur C Laissez-faire
2.1.2	Solution to the problem will depend on the situation and who is involved.	D Mediation E Entrepreneur
2.1.3	People who like colour and creativity	F Liquidity
2.1.4	A process whereby a neutral 3rd party sits in a discussion between two conflicting parties and gives them recommendations on resolving conflict.	G Conciliation H Left brain dominant I Functional stress
2.1.5	A person responsible for establishing a new business.	J Evaluation
2.1.6	A basket of shares trading on the stock exchange.	K Right brain dominant L Moral absolutism
2.1.7	Total assets : Total liabilities	M The threat of new entrants to the market.
2.1.8	The business's best interest to find out as much as possible about competitors.	N Induction
2.1.9	New employees learn the ways in which the business does things.	O Moral Relativism P Equities
2.1.10	Each employee represents the business and is involved in the PR side of it.	Q Solvency
2.1.11	Prevents you from failing, spurs you on and motivates you.	R Internal marketing

2.1.1	2.1.2	2.1.3	2.1.4	2.1.5	2.1.6	2.1.7	2.1.8	2.1.9	2.1.10	2.1.11

2.2 Use the options below to fill in the missing numbers. Write only the letter in the space provided in the grid at the end of the question. (12)

- A. Profit
- B. Controllable costs
- C. Income
- D. Fixed cost
- E. Variable cost
- F. Break-even point
- G. Non-controllable costs
- H. Loss

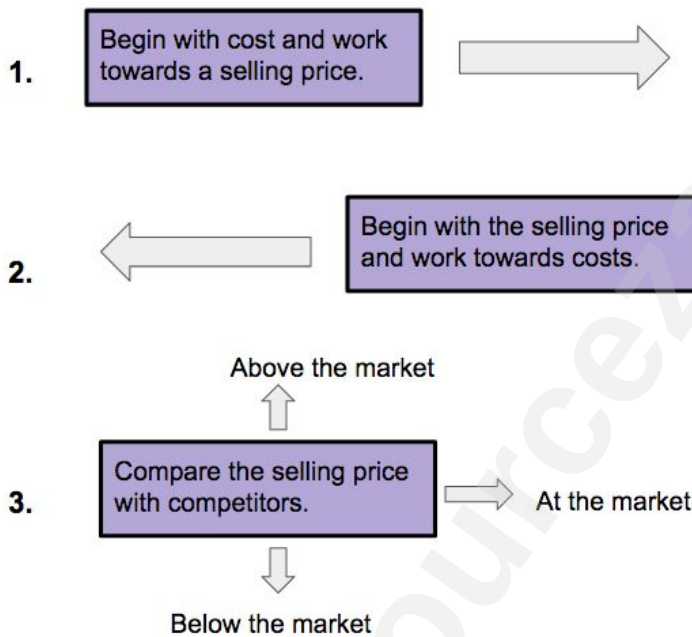


Adapted from: <https://www.financialcounsellors.org/marginal-costing/break-even-chart/>

1	2	3	4	5	6

2.3 Use the options below to fill in the missing numbers. Write only the letter in the space provided in the grid at the end of the question. (6)

- A) Demand-based pricing
- B) Competition-based pricing
- C) Combination pricing
- D) Cost-based pricing
- E) Bait pricing



1.	2.	3.

Question 3

(20 marks)

Choose the correct term in brackets that will make the statement **TRUE**.

Write only the **correct word/term** in the space provided after each question.

- 3.1 (Informal/formal) teams are groups of people who gravitate towards each other due to common interests.

- 3.2 An employee breaks the (code of ethics/code of conduct) when they are dressed incorrectly,

- 3.3 A retail store will use a (Pestle/Porter's 6 forces) analysis when considering challenges from the market environment.

- 3.4 As an entrepreneur it's important to mobilise (Raw materials/Capital items), such as machinery and equipment.

- 3.5 A manager needs to consider critical questions during (Planning/Organising), - 5W and 1H method.

- 3.6 A manager will use a (Economic/Operational) feasibility study when Using a cost-benefit analysis.

- 3.7 The main aim of (Public Relations/Marketing) is about selling products and services.

- 3.8 Management will use (Performance appraisals/Performance evaluations) to check to see whether training goals have been met.

- 3.9 (Symptoms/Stressors) are factors that cause stress in our lives.

- 3.10 When we use personal feelings in research we are being (Subjective/Objective).

Section B

(150 marks)

Question 4

(50 marks)

A South African mall is offering 'drive-through' pick-ups for shoppers

Staff Writer15 June 2020

The V&A Waterfront has launched a new drive-through pick-up option for shoppers seeking to avoid crowds during the ongoing coronavirus pandemic.

The service, offered in partnership with delivery company Pargo, will allow shoppers to complete their shopping online and then collect their purchases at a drive-through collection point once they are ready.



A number of major South African retailers have also begun offering pick-up and delivery services as they come to grips with the coronavirus pandemic.

In April, Woolworths launched a new contactless drive-through service, allowing shoppers to order online and collect without leaving their car.

<https://businesstech.co.za/news/business/407865/a-south-african-mall-is-offering-drive-through-pick-up-for-shoppers/>

- 4.1.1 List Porter's 6 forces

(6)

4.1.2 Classify what Economic sector Woolworths would fall into. (3)

4.1.3 Differentiate between the private and public sectors by using examples. (4)

4.1.4 Explain the importance of a retailer to do an environmental scan before expanding? (3)

- 4.1.5 Analyse three challenges of PESTLE that Woolworths faces from the macro environment and provide strategies to deal with them. (1 Mark PESTLE factor, 1 Mark challenge, 1 Mark explanation of challenge, 2 marks strategy). (15)

PESTLE Factor	Challenge	Strategy
(1)	(2)	(2)
(1)	(2)	(2)
(1)	(2)	(2)

FIFA bans top official Lai over \$1m in bribes

Fifa | 28 April 2017, 4:27pm

A top official at FIFA was banned for 90 days on Friday by football's governing body after he pleaded guilty in the United States to taking nearly \$1 million in bribes. It is said that Lai took money from a country that wanted to host the FIFA world cup.

ADAPTED FROM:

<http://www.iol.co.za/sport/fifa/fifa-bans-top-official-lai-over-1m-in-bribes-8857382>



- 4.2.1 Using ethical theories justify how the FIFA official's bribe can be deemed to be both ethical and unethical. (6)

- 4.2.2 Explain how a manager can deal with the ethical challenge of a cashier taking funds for personal use without authorisation. (4)

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- 4.3.1 Analyse how limited resources in a Pick n' Pay store could lead to conflict amongst employees. (3)

- 4.3.2 Discuss how a manager of Pick n' Pay could deal with limited resources, to minimise the impact of conflict amongst employees. (3)

- 4.3.3 Which team (Informal or formal), will be the best for the effective functioning of a retail store? (3)

Question 5

(50 marks)

- 5.1.1 State the purpose of Manpower planning? (3)

- 5.1.2 Name two problems that the Basic Conditions of Employment Act (BCEA) addresses. (2)

- 5.1.3 'Internal recruitment' is when a company hires or promotes an employee from within an organisation. Why would a retailer use internal recruitment? (3)

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- 5.2.1 Explain each of the following leadership styles. Give an example to show a disadvantage of this leadership style.

- a) Autocratic (4)

- b) Democratic (4)

5.3

Shops attacked in South Africa over H&M monkey advert

Monday January 15 2018, 12:01am

The Swedish clothing chain H&M was forced to close its South African stores after an advertisement of a black child wearing a hoodie with the inscription "coolest monkey in the jungle" caused violent protests.

<https://www.thetimes.co.uk/article/shops-attacked-in-south-africa-over-h-m-monkey-ad-cd8cw89qt>

5.3.1 You are the Public relations manager for H&M South Africa. How do you recover from this debacle? (6)

5.3.2 Name three advantages of Public relations. (3)

5.4 **Study the following table and complete the questions below.**

You own a Spar and are analysing how well your business has been doing in the last couple of years. See the latest figures below:

Net Profit Margins:

	2017	2018	2019
Spar	24,55%	39,00%	?
Woolworths	48,00%	40,00%	35%
Checkers	36,02%	35,55%	29,89%

Current Assets = R 230 000	Gross Profit = R450 892
Current Liabilities = R111 111	Turn Over = R 909 909
Trading Stock = R89 900	Net Profit = R 423 000
Capital = R450 000	Total Liabilities = R200 000
Total Assets = R310 000	

- 5.4.1 Calculate the Net Profit % for Spar in 2019 by using the above figures. (4)

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- 5.4.2 Comment on your answer in 5.4.1 by using the table above and the industry as a whole (5)

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- 5.4.3 Calculate the ROI for Spar. (5)

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- 5.4.4 Comment on your findings in answer 5.4.3 (4)

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- 5.4.5 Calculate how liquid the business is in terms of the Acid Test Ratio. (7)

Question 6

(50 marks)

- 6.1.1 General goals are difficult to keep to monitor and that's why it is advisable to set SMARTER goals. What does the acronym 'SMARTER' stand for. (7)

S	
M	
A	
R	
T	
E	
R	

- 6.1.2 Explain with the use of examples the benefits for Entrepreneurs to use environmental scanning in the retail sector. (8)

- 6.1.3 “If you double the number of experiments you do per year you’re going to double your inventiveness.” – Jeff Bezos, founder of Amazon.

Perseverance, commitment and creative thinkers are three examples of entrepreneurial qualities. Discuss the validity of Jeff Bezos' statement by using examples related to the retail industry. (5)



<https://vulcanpost.com/606898/amazon-jeff-bezos-entrepreneurship-lessons/>

- 6.2.1 List four short-term stress management techniques. (4)

- 6.2.2 Define the term 'crisis'. (2)

- 6.2.3 Differentiate between internal and external causes of stress. (4)

- 6.2.4 Explain the importance of change management within the retail industry. (5)

- 6.3.1 What does the acronym 'POPI' of the 'POPI' act stand for? (1)

- 6.3.2 Differentiate between horizontal and diagonal communication. (4)

6.3.3 Briefly discuss a disadvantage and an advantage for filing hard copies. (4)

6.3.4 There are three different types of learners, visual, auditory and Kinesthetic. As a grocery store manager, formulate a plan where you will be able to compliment each customer's way of processing information. (6)

End of Paper

Total: 250 marks
