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**ST BENEDICT'S COLLEGE**Date: 13/07/2023Time: 3 hoursExaminer: Mr Q. GovenderTotal: 300 marksModerators: Ms L. FrenchGrade 11**Please circle your teacher: Ms French / Mr Govender**

Name: _____

Surname: _____

PLEASE READ THE FOLLOWING INSTRUCTIONS CAREFULLY

1. This question paper consists of 42 pages. Please check that your question paper is complete.
2. Read the questions carefully.
3. All questions are **COMPULSORY**.
4. Answer ALL the questions on the question paper in the spaces provided and hand this in at the end of the examination. Remember to write your name in the space provided on this question paper.
5. When answering the questions, where applicable, demonstrate insight. You may refer to any retail business (with specific emphasis on general retailers) that, you have studied.
6. You are advised to pay particular attention to the use of language and the **allocation of marks**.
7. It is in your own interest to write legibly and present your work neatly.
8. ONE blank pages (page 42), are included at the end of the paper. If you run out of space to answer a specific question, use these pages. Clearly indicate the question number of your answer should you use this extra space.

Q1	Q2	Q3	Q4	Q5	Q6	Q7	TOTAL
							<u> </u> /300

QUESTION 1

Indicate the **most correct** answer by writing the letter of the alternative you have chosen in the space provided at the bottom of each page.

1.1 Which **policy** in marketing refers to the operating systems and procedures linked to the service **experience** of the customer?

- A. Promotion
- B. Product
- C. Process
- D. People

(2)

1.2 The management **task** referring to the **transfer** of authority to subordinates so that daily tasks can be accomplished, is ...

- A. Control
- B. Delegation
- C. Organisation
- D. Planning

(2)

1.3 An **advantage** of Checkers having a strong brand could be that ...

- A. Management is able to offer below-inflation salary increases.
- B. Environmental scanning is neglected.
- C. Performance appraisals are limited to top management.
- D. The brand inspires customer loyalty leading to higher sales.

(2)

1.1	1.2	1.3

1.4 The **purpose** of the FTSE/JSE Responsible Investment Index is to ...

- A. Help businesses to show stakeholders that they act in a responsible manner when it comes to reporting on social, economic and governance issues.
 - B. Provide guidelines for conflict resolution for labour disputes.
 - C. List areas where the government needs to increase capital expenditure.
 - D. Evaluate socio-cultural challenges in the market.
- (2)

1.5 The **appearance** of Checker's cashiers, the signage used in the store and the website of the business on the internet, forms part of the ... **policy** of marketing.

- A. product
 - B. promotion
 - C. distribution
 - D. physical evidence
- (2)

1.6 A **challenge** that Checkers could face from the **micro** environment could be ...

- A. An increase in the number of retailers in the CBD of Bedfordview.
 - B. Change in the VAT rate.
 - C. Dissatisfaction by cashiers with the way performance appraisals are done.
 - D. Electricity tariffs increase the area of operations.
- (2)

1.7 **Top** level management is **responsible** for ...

- A. The long-term strategic business plan, including vision, mission, objectives and strategies for the overall business.
- B. Tactical plans, which involve the acquisition of resources needed by the departments they control.
- C. Planning work schedules and programs on a daily basis.

D. None of the above

(2)

1.4	1.5	1.6	1.7

1.8 The process where the business looks at its **own** methodologies to perform a task and then **compares** it to methods used **elsewhere** is referred to as ...

A. Environmental scan

A. Value chain analysis

B. Benchmarking

C. Balanced scorecard

(2)

1.9 A ... management **style**, is an approach where **rewards** and **punishments** are used by the manager to motivate employees to **perform** their tasks.

A. Democratic

A. Transactional

B. Transformational

C. Situational

(2)

1.10 Which of the following **forms** part of the planning **process**?

A. Assigning of duties

B. Harmony of objectives

C. Stimulate creativity

D. Controlling the process

(2)

1.11 Which of the following is **NOT** a component of the marketing mix?

A. Product

A. Price

B. Promotion

C. Production

(2)

1.8	1.9	1.10	1.11

1.12 What is the primary **goal** of market **segmentation**?

- A. To increase competition amongst businesses.
- B. To target a specific group of consumers with similar needs and characteristics.
- C. To eliminate competition in the market.
- D. To reduce the overall cost of marketing activities. (2)

1.13 What is the **triple** bottom line approach in **CSR**?

- A. To decrease competition amongst businesses.
- B. To target a specific group of consumers with similar needs and characteristics.
- C. To create low barriers of entry in the market.
- D. To reduce the overall cost of marketing activities. (2)

1.14 Which of the following is an **example** of short-term marketing **objective**?

- A. Increase brand awareness by 20% within six months.
- B. Hiring additional staff for the public relations department.
- C. Decreasing the production costs of a product by 10%.
- D. Redesigning the company logo for a fresh look. (2)

1.15 The emergence of **social** media **platforms** and advancements in communication technologies have significantly **impacted** businesses in recent years. This is an example of how which **aspect** of the business **environment** can create opportunities and **challenges** for an organisation such as Checkers?

- A. Socio-cultural factors.

- B. Technological factors.
- C. Political and legal factors.
- D. Economic factors. (3)

1.12	1.13	1.14	1.15

1.16 What is the purpose of conducting a **SWOT** analysis in **marketing**?

- A. To set pricing strategies for products.
- B. To develop advertising campaigns.
- C. To identify opportunities and threats in the market.
- D. To create a distribution plan for products. (2)

1.17 Which of the following is an **example** of a **CSR initiative**?

- A. Reducing prices to gain a competitive advantage.
- B. Increasing advertising expenses to boost sales.
- C. Outsourcing production to low-wage countries.
- D. Implementing diversity and inclusion programmes in the workplace. (2)

1.18 The **management** team of Checkers realises the need to stay **updated** with emerging technologies and industry **trends**. They encourage employees to participate in **continuous** learning programs, attend industry conferences and engage in **research** and development activities. This **focus** on knowledge acquisition **relates** to which **aspect** of the business environment and management task?

- A. Technological factors and planning.
- B. Economic factors and organising.
- C. Socio-cultural factors and leading.
- D. Competitive factors and controlling. (3)

1.16	1.17	1.18

1.19 Pick n Pay is **developing** a marketing communication **plan** to promote its **new** product. Which element of the marketing **communication mix** focuses on **long-term** relationships with customers, through **personalised** communication?

- A. Advertising.
- B. Public relations.
- C. Personal selling.
- D. Sales promotion.

(3)

1.20 An **advantage** of using your **own funds** as a source of funding for a business is ...?

- A. Low interest is paid on the fund.
- B. No interest is paid on the fund.
- C. Low interest can be negotiated.
- D. No interest paid in the first year.

(2)

1.21 Refer to the table below. Which **product option's** production process added the most **value** for the business?

	Product A	Product B	Product C	Product D
Selling Price	R817	R812	R1050	R225
Cost per unit	R438	R460	R750	R179

A Product A

- B Product B
- C Product C
- D Product D

(3)

1.19	1.20	1.21

1.22 When Woolworths **CSR** programmes are ..., it means that the programmes are able to **continue** for the foreseeable **future** without any financial assistance from Woolworths Ltd.

- A. Planned.
- B. Sustainable.
- C. Organised.
- D. Controlled.

(2)

1.23 Which of the **following** statements best **describes** the **role** of an entrepreneurial mindset in a retailer such as Pick n Pay?

- A. An entrepreneurial mindset is irrelevant to Pick n Pay's success as it depends solely on external factors.
- B. An entrepreneurial mindset is important for generating creative ideas but has little impact on business execution.
- C. An entrepreneurial mindset is crucial for identifying opportunities, taking calculated risks, and driving innovation in Pick n Pay.
- D. An entrepreneurial mindset is limited to start-up ventures and is not applicable to established businesses like Pick n Pay.

(2)

1.22	1.23
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[50]

QUESTION 2

Choose the **most correct answer** from the terms in the table below that best match the statement below. Write down the **most correct answer** in the space provided in each statement. **Note: There is only one correct answer for each statement.**

Trademark	Environmental scanning	Monetary
Operational risk	Reputational risk	Production
Non-monetary	Lower	Mission
Export	Price Skimming	Opportunity
Market	SWOT matrix	Patent
Promotional pricing	Strategy	Brand
Product	Middle	Exit

2.1 A _____ **establishes** an **identity** for a particular company that is registered and protected by law.

2.2 The _____ is a **detailed plan** explaining what steps Checkers will take to reach their goals.

2.3 A _____ is the **unique design**, sign, symbol, words, employed in **creating** an image that **identifies** a product.

2.4 A _____ **orientated** approach is followed when the business **concentrates** on the skills, knowledge and systems needed to produce a specific product.

2.5 A _____ **strategy** is used when Checkers **introduces** a new product to the market.

2.6 A _____ is used by businesses to **develop** strategies.

2.7 _____ subsidies may be in the form of tax rebates or **government** refunding.

2.8 Rivalry amongst competitors are **high** when, _____ **barriers** are high.

2.9 When Checkers **rewards** its cashier with a paid vacation to Cape Town, this is best described as _____.

2.10 Woolworths **does not** store M&M's products due to them **being** associated with child labour, this is due to Woolworths image and them **not** willing to be involved in any form of _____.

2.11 The **processing** of raw materials to ensure a **quality** product and meets the demands of the customer refers to _____.

2.12 _____ management is **responsible** for the day to day decision making of a business.

[24]

QUESTION 3

Choose the term in brackets that makes the statement **TRUE**. **Underline / highlight your answer.**

3.1 The management task of (**planning / communicating**) involves the formulation of the vision and mission of Pick n Pay.

3.2 The (**production / management**) department is responsible for quality control.

3.3 A manager at Woolworth's that adapts his / her leadership style to encourage synergy amongst his / her subordinates is referred to as (**transformational / situational**).

3.4 Processed data, which is made available to management for planning and the decision-making process is commonly referred to as (**business information / primary data**).

3.5 The environment that a business has little to no control (**market / macro**).

3.6 When a manager (**delegates / coordinates**) a task, he/she tells the employees what to do and when it has to be done.

- 3.7 Woolworth's releasing an app would be in response to trends in the **(technological / social)** environment.
- 3.8 According to Maslow's Hierarchy of needs, when a person looks at their basic needs that ensures a sustained way of life, we refer to this as the fulfilment of **(physiological / security)** needs.
- 3.9 When a consumer has to forgo another item in order to purchase our product, we refer to this as **(cost / opportunity cost)**.
- 3.10 During the **(decline / maturity)** phase in the product life-cycle, a business like Checkers will have to be innovative in order to retain optimal customer loyalty.
- 3.11 **(Porter's 6 forces / synergy)** can be described as when the combined output of team members are more than their individual efforts added together.
- 3.12 Point of sale displays are used by Checkers to encourage consumers to purchase their products, this strategy ties in with which part of the marketing mix **(people / physical evidence)**.
- 3.13 The relationship entered between SPAR and Shell Service Stations is referred to as **(mergers / alliances)**.

[26]

TOTAL SECTION A: 100 Marks

SECTION B

Use the mark allocation as a guide to the length of your answer.

QUESTION 4

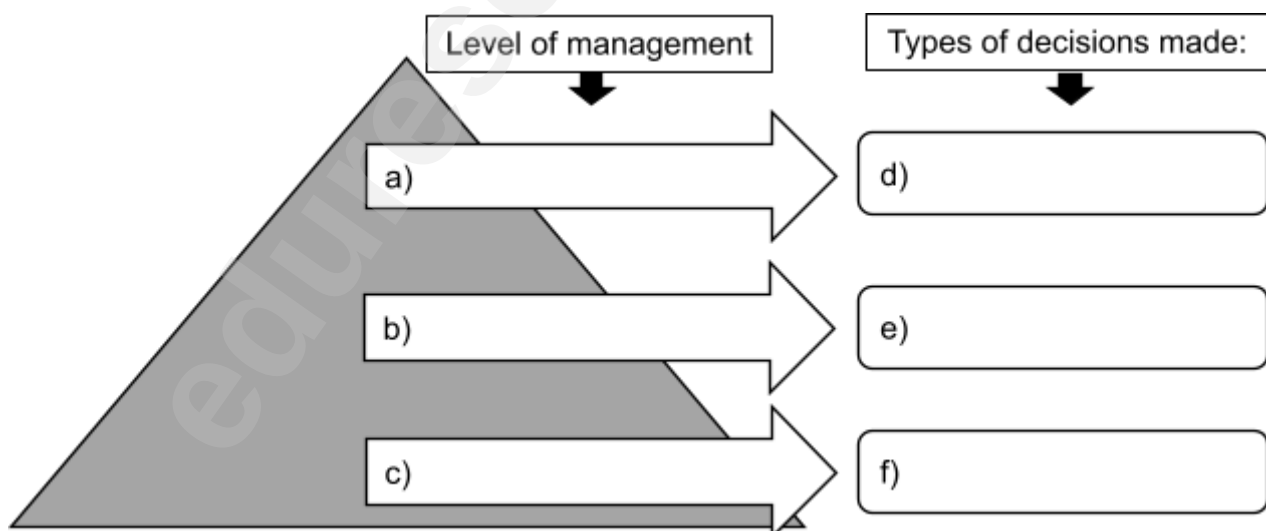
4.1 Answer the questions relating to the following schematic diagram.

4.1.1 Discuss how the following management **tasks** can lead to the **success** of Pick n Pay.



Planning	VS	Leading
• _____ • _____ • _____ • _____ • _____ • _____ • _____ • _____		• _____ • _____ • _____ • _____ • _____ • _____ • _____ • _____
(3)		(3)

4.1.2 Supply the missing information in the following schematic diagram by writing your answer next to the letter on the diagram. (6)



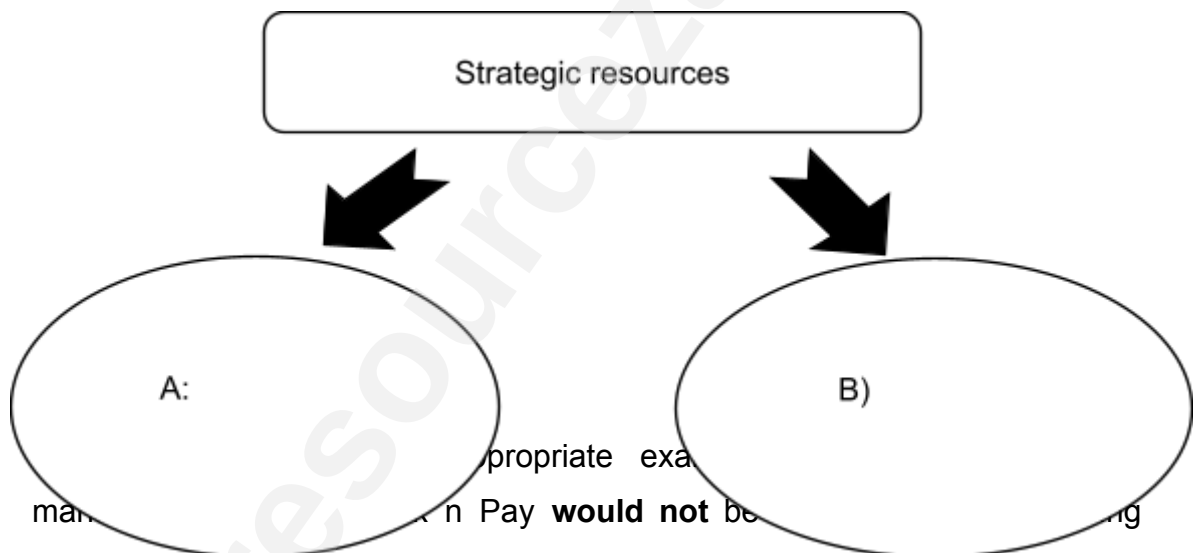
4.1.3 Critically evaluate any **ONE** applicable **leadership** style that senior management at Pick n Pay can utilise to ensure their staff are able to achieve the set company objectives. (4)

4.2 Employees are instrumental in ensuring the success of the business. Discuss the advantages of a motivated workforce. (3)

4.2.1 Motivation is an important aspect in any organisation. Discuss any **TWO** non-monetary factors that management can use to keep their employees motivated.

(4)

4.3 Identify any **TWO** resources you would classify as 'strategic to the successes' of Pick n Pay. (2)



4.4 Provide appropriate examples of resources that you think Pick n Pay **would not** be using. Describe **two** leadership styles. Also describe **ONE advantage** associated with each of the leadership styles.

4.4.1 Democratic (4)

4.4.2 Liassez-faire (4)

4.5 List any **TWO** management competencies that a functional manager at Pick n Pay would have to use. (2)

4.6 **Porter's** Six Forces Model is well known for being used to study the market environment of a business and its influences. Discuss the power of **buyers** as one of these forces with relation to the Pick n Pay. (5)

4.7 Suggest, with a **different** strategy for each of the following, how the management

of Pick n Pay could effectively deal with each of the following **micro challenges**:

4.7.1 The purchasing manager consistently fails to meet budget deadlines. (2)

4.7.2 There is a lack of commitment by managers to deal with racism in the workplace. (2)

- 4.7.3 The method used in conducting performance appraisals is quoted as the main reason for staff resignation. (2)

- 4.8 The management of the Pick n Pay group was **disappointed** with their last quarterly results and decided to **address** the skills of their employees.

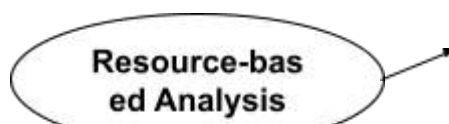
- 4.8.1 Describe why it is important for Pick n Pay to provide Skills Development to all its employees. (2)

- 4.8.2 List **TWO** training methods that Pick n Pay could use in developing skills amongst their employees. (2)

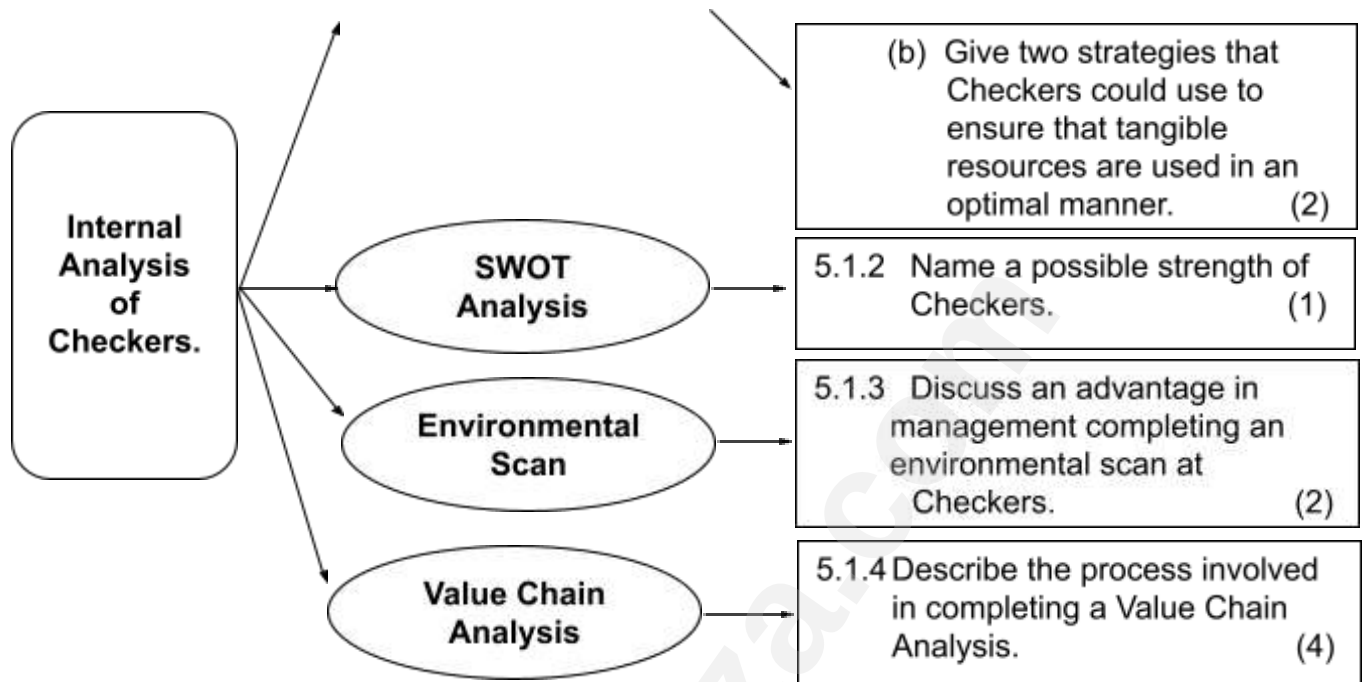
QUESTION 5

- 5.1 Answer the questions based on the schematic diagram.

Total: 50 Marks



5.1.1 (a) Give **ONE** example of a tangible and an intangible resource at Checkers. (2)



5.1.1

A) _____

B) _____

5.1.2

5.1.3

5.1.4

5.2 Refer to the extract below and then answer the questions that follow.

Retail Trends 2022: In search of the ultimate customer experience

The retail industry is on a never-ending quest to get the right products to consumers when, where, and how they want them. The pandemic (Covid-19) has turbo-charged digitalization, but e-commerce is no longer a differentiator. To attract and keep more customers, retail leaders are delivering fun, convenient, digital and in-person experiences in a sustainable manner.

[Source adapted from: <<https://www.forbes.com/sites/sap/2022/02/07/retail-trends-2022-in-search-of-the-ultimate-consumer-experience>> 1 April 2023]

5.2.1 Define what is meant by the term **environmental scanning**. (2)

5.2.2 Name **THREE** elements/factors a retailer should consider as part of their environmental scan of the Macro environment. (3)

5.2.3 Explain the **role** of the public relations functions in providing the *ultimate customer experience* from a retailer's point of view. (3)

5.3 Explain the **importance** of a retailer having a vision. (3)

5.4 Refer to the following extract where applicable when answering the questions that follow:



In our endeavour to create sustainable value for all our stakeholders, the Group is committed and adheres to the highest level of corporate governance and business integrity. We are supported in our efforts through the implementation of formal structures, policies and practices.

[Source: <http://www.woolworthholdings.co.za/governance/the-board> Accessed July 2023]

5.4.1 Explain what is meant by the concept of CSR. (4)

5.4.2 Discuss the **primary** responsibility of Woolworths in terms CSR. (3)

5.4.3 Stakeholders demand responsible behaviour from businesses.

- A) Discuss the Economic, Social and Environmental demands that a community could place on a retailer such as Checkers. (**Do not repeat demands as well as do not repeat your strategies**).
- B) Also suggest possible strategies that Checkers could use to meet each of these demands.

Community Needs:	Demand placed on Checkers:	Strategies to meet the demand:
Economic	(2)	(2)
Social	(2)	(2)
Environmental	(2)	(2)

5.5 Discuss any **THREE** CSR issues surrounding us, which has led to the need for companies like Woolworth's to reach out and assist. (6)

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5.6 Identify any three **CSI** activities that Woolworths could get involved in. (3)

Total: 50 Marks

QUESTION 6

Refer to the extract below and then answer the questions that follow.



Our promise to you

We're always learning how to be a better retailer for you. It was the culmination of years of learning from what leading retailers worldwide were doing at the time.

We have set the bar sufficiently high and, in that spirit, we continue the tradition of innovation, customer excellence and products and services that delight. And for us, that's what it means to be **better and better**.

[Source adapted from: <<https://www.checkers.co.za/about-us>> Accessed April 2023]

6.1 Discuss **activities** that Checkers should perform as part of its **operations** to deliver good quality products and / or service to customers.

(6)

6.2 How can a retailer like Checkers **leverage** Porter's 6 forces model to analyse, the

This image shows a blank sheet of white paper with horizontal ruling lines. A diagonal watermark, "eduresourceza.com", is visible across the page. The watermark is light gray and spans from the bottom left towards the top right. There are approximately 20 horizontal lines on the page.

6.3 Use a **relevant** example to explain how each managerial **competency** below would help Checkers to meet its promise to be **better and better**.

Internal Awareness	
	(3)
Global Awareness	

	(3)

6.4 Assess how Checkers would use the different management **tasks** listed below to ensure they are committed to their promise to be **better and better** at each management level.

TOP-LEVEL MANAGEMENT
Controlling:

(4)
MIDDLE-LEVEL MANAGEMENT
Communicating:
(4)
LOWER-LEVEL MANAGEMENT

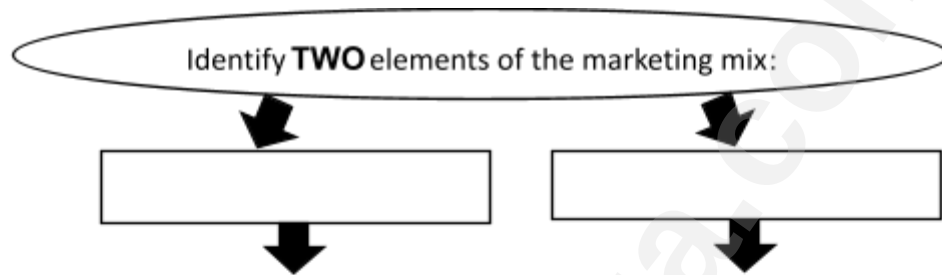
Delegating: _____

(4)



[picture taken from: <https://www.google.com/search?rlz=1C1CHBF+at+Pick+n+Pay&tbm=Accessed> July 2023]

6.5 Complete the following diagram below on marketing.



Explain the **importance** of Checkers focusing on each of these elements as part of their marketing strategy:

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(3) (3)

Assess how the **TWO** marketing elements identified are dependent on each other to ensure a successful marketing strategy:

-------------------------------------	--

(3)

6.6 Refer to the following cartoon, then answer the question that follows:



"Now this is the kind of office decor I like."

www.googlepics/profitability accessed July 2023]

6.6.1 Discuss how a company like Pick n Pay can strike a balance between maximising profitability and maintaining a focus on employee well-being and development in order to achieve long-term success. (3)

Total: 50 Marks

Total Section B: 150 Marks

SECTION C

The following aspects will be considered, when marks are allocated in this section:

- Format:
 - The CORRECT format must be used, i.e., business report.
 - Include an introduction and conclusion where applicable.
 - Use headings and sub-headings where appropriate.
- Correct business terminology must be used.
- Content must be sufficient to cover all aspects of the question.
- Substantiate (justify) all statements made.
- Apply to case study/context/theme.
- Problem-solve, rather than just giving theoretical facts.
- Synthesise and sequence.

QUESTION 7

[50]

Study the following sources before answering the question.

Source A

What is Retail?

Retail involves the sale of goods from a single point (malls, markets, department stores etc) directly to the consumer in small quantities for his end use. In a layman's language, retailing is nothing but transaction of goods between the seller and the end user as a single unit (piece) or in small quantities to satisfy the needs of the individual and for his direct consumption.

The display of merchandise at the store plays an important role in attracting the customers into the store. The display of the products at the retail store goes a long way in influencing the buying

behaviour of the consumers. The presentation of the products is essential to create that first impression in the minds of the consumers.

Source adapted from:

<https://managementstudyguide.com/cross-merchandising.htm> Accessed: July 2023

Source B



Pictures taken from: https://www.google.com/search?rlz=1C1CHBF_enZA1032ZA1041&q=picture+of+marketing+at+Pick+n+Pay&tbm
Accessed July 2023

Source C

As the markets are becoming increasingly globalised and competitive, retailers are focusing their efforts on finding ways to distinguish themselves from their competitors. Traditionally, price has been a major strategy used for this purpose; however, the price competitiveness alone has now made it difficult for retailers to stand out because it is easy to imitate competitors, and the differences in the price image among competitors continue to decrease. Considering this trend, retailers can find a way to detach themselves from corporate social responsibility (CSR). Customers trust retailers who implement CSR activities, and even switch to retailers who are implementing CSR activities well, even if the price and quality of the products may be similar. This suggests that CSR can be used to distinguish retailers from their competitors

Source adapted from: <https://www.mdpi.com/2071-1050/13/6/3080> Accessed July 2023

Source D

Business management, marketing and CSR are essential components of a successful and responsible organisation in today's dynamic and socially conscious business environment. Effective Business management serves as the foundation for organisational success by providing direction, decision-making amongst many other tasks leading to enhanced productivity and competitiveness.

The importance of aligning business management, marketing and CSR cannot be overstated. Organisations that embrace responsible management practices and integrate CSR into their marketing strategies create a powerful competitive advantage by fostering long-term customer loyalty, thus becoming agents of positive change in the global business landscape.

Sources adapted from: <https://www.mdpi.com/2071-1050/13/6/3080> Accessed July 2023

Required:

As a risk analyst, your role is to assist the top managers of a chosen general retailer in developing strategies for integrating corporate social responsibility initiatives into their marketing strategies.

Your objective is to align these initiatives with the responsibilities and tasks of management, creating a positive impact on society while achieving the business's objectives.

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[eduresourceza.com](#)

GRAND TOTAL: 300

ADDITIONAL SPACE (All questions) – Remember to clearly indicate at the question that you used the additional space to ensure that all answers are marked.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. A diagonal watermark, which reads "rceza.com", is visible across the center of the page. The watermark is light gray and semi-transparent. There are no other markings or text on the page.