 Province of the

EASTERN CAPE

EDUCATION

**DIRECTORATE SENIOR CURRICULUM MANAGEMENT (SEN-FET)**

**HOME SCHOOLING SELF-STUDY ANSWER SHEET**

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

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| --- | --- | --- | --- |
| **QUESTION 1: BUSINESS ROLES** | | |  |
| EC/SEPT 2017 | | |  |
| 1.1 | Stages of team development | |  |
|  | * Forming √ * Storming √ * Norming √ * Performing √ * Adjourning/Mourning √   Any other relevant answer related to the stages of team development.  **NOTE: Mark the first THREE (3) only. (3 x 1)** | | (3) |
| 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.  Max. (6) | | (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)  **NOTE: 1. Mark the first THREE (3) only.**  **2. Consider any other relevant criteria for a successful team. (3 x 3)** | (9) |
| 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 | |  |  |   **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.** | | (6) |
| 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 noone 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. √   Any other relevant answer related to the benefits of diversity in the workplace. Max. | (6) |
| 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. Max. | (4) |
|  |  |  | **[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. **(Max) (8)** | | (4) |
| 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)** | | **(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)  **BREAKDOWN OF MARK ALLOCATION**   |  |  |  | | --- | --- | --- | | **DETAILS** | **MAXIMUM** | **TOTAL** | | Introduction | 2 | **32** | | Leadership | 4 | | Evaluate autocratic, charismatic & Liassez-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** |   **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** | | **[40]** |
|  | TOTAL [100] | |  |
|  |  | |  |
|  |  | |  |