 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** |

|  |  |
| --- | --- |
| **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] |  |
|  |  |  |
|  |  |  |