NOTES TO MARKERS

1. For marking and moderation purposes, the following colours are recommended:
   - Marker: Red
   - Senior Marker: Green
   - Deputy Chief and Chief Marker: Black/Brown/Pink
   - Internal Moderator: Orange

2. Candidates’ responses for SECTIONS B and C must be in full sentences. This would depend on the nature of the question.

3. A comprehensive memorandum has been provided but this is by no means exhaustive. Due consideration should be given to an answer that is correct but:
   - Uses a different expression from that which appears in the memorandum
   - Comes from another source
   - Is correct and original

   **NOTE:** There are no alternative answers for SECTION A.

4. Take note of other relevant answers provided by candidates and allocate marks accordingly. (In cases where the answer is unclear or indicates some understanding, part-marks should be awarded, for example, one mark instead of the maximum of two marks.)

5. The word 'sub-max' is used to facilitate the allocation of marks within a question or sub-question.

6. The purpose of circling marks (guided by 'max' in the breakdown of marks) on the right-hand side is to ensure consistency and accuracy in the marking of scripts as well as calculations.

7. In an indirect question, the theory as well as the response must be relevant and related to the question.

8. **Incorrect numbering of questions or sub-questions will be penalised. This is applicable to all the sections of the paper.**

9. **SECTION B**

9.1 If, for example, FIVE facts are required, mark the candidate’s FIRST FIVE responses and ignore the rest of the responses. Indicate by drawing a line across the unmarked portion or use the word ‘Cancel’.
   **NOTE:** This only applies to questions where the number of facts is specified.

9.2 If two facts are written in one sentence, award the candidate FULL credit. Point 7 above still applies.

9.3 If candidates are required to provide their own examples/views, brainstorm this at the marking centre to finalise alternative answers.
9.4 USE OF THE COGNITIVE VERB AND ALLOCATION OF MARKS

9.4.1 All questions that require candidates to 'explain/discuss/describe' will be marked as follows:
- Heading 2 marks
- Explanation 1 mark or as indicated in the memorandum.
The 'heading' and 'explanation' are given separately to facilitate mark allocation.

9.4.2 If the number of facts is not specified, the candidate must be informed by the nature of the question and the maximum marks allocated.

9.5 ONE mark will be awarded for answers that are easy to recall, requires one-word answers or is quoted directly from scenario/case study. This applies to SECTIONS B and C in particular.

10. SECTION C

10.1 The breakdown of the mark allocation for the essays is as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td></td>
</tr>
<tr>
<td>Content</td>
<td></td>
</tr>
<tr>
<td>Conclusion</td>
<td></td>
</tr>
<tr>
<td>Insight</td>
<td>8</td>
</tr>
<tr>
<td>TOTAL</td>
<td>40</td>
</tr>
</tbody>
</table>

10.2 Insight consists of the following components:

<table>
<thead>
<tr>
<th>Component</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Layout/Structure: (Is there an introduction, body, proper paragraphs and a conclusion?)</td>
<td>2</td>
</tr>
<tr>
<td>Analysis and interpretation: (Learners’ ability to break down the question/interpret it correctly to show understanding of what is being asked.)</td>
<td>2</td>
</tr>
<tr>
<td>Synthesis: (What parts of the question would you have included in the answer? Are there decisions made from a combination of relevant points) Marks to be allocated using this guide: Mostly irrelevant facts: 0; Some irrelevant facts: 1; No irrelevant facts: 2</td>
<td>2</td>
</tr>
<tr>
<td>Originality: (Examples, recency of information, current trends and developments.)</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL FOR INSIGHT:</td>
<td>8</td>
</tr>
<tr>
<td>TOTAL MARKS FOR FACTS:</td>
<td>32</td>
</tr>
<tr>
<td>TOTAL MARKS FOR ESSAY (8 + 32)</td>
<td>40</td>
</tr>
</tbody>
</table>

NOTE:
1. No marks will be awarded for contents repeated from the introduction and conclusion.
2. The candidate forfeits marks for layout if the words INTRODUCTION and CONCLUSION are not stated.
3. No marks will be allocated for layout, if the headings 'Introduction, Conclusion,' etc. in 'Insight' is not supported by an explanation.

10.3 Indicate insight in the left-hand margin with a symbol e.g. ('L, A, S and/or O')
10.4 The components of insight are indicated at the end of the suggested answer for each question.

10.5 Mark all relevant facts until the MAXIMUM mark in a subsection has been attained. Write MAX after maximum marks have been obtained.

10.6 At the end of each essay indicate the allocation of marks for facts and marks for insight as follows: (L – Layout, A – Analysis, S – Synthesis, O – Originality) as in the table below.

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facts</td>
<td>32 (max.)</td>
</tr>
<tr>
<td>L</td>
<td>2</td>
</tr>
<tr>
<td>A</td>
<td>2</td>
</tr>
<tr>
<td>S</td>
<td>2</td>
</tr>
<tr>
<td>O</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL</td>
<td>40</td>
</tr>
</tbody>
</table>

NOTE: The mark allocation for insight may vary for each essay.

10.7 When awarding marks for facts, take note of the sub-maxima indicated, especially if candidates do not make use of the same subheadings. Remember headings and subheadings are encouraged and contribute to insight (structuring/logical flow/sequencing) and indicate clarity of thought. (See MARK BREAKDOWN at the end of each question.)

10.8 If the candidate identifies/interprets the question INCORRECTLY, then he/she may still obtain marks for insight.

10.9 If a different approach is used by candidates, ensure that the answers are assessed according to the mark allocation/subheadings as indicated in the memorandum.

11. Take particular note of the repetition of facts. Indicate with a R.

12. Subtotals to questions must be written in the right-hand margin. Circle the subtotals as indicated by the allocation of marks. This must be guided by 'max' in memo. Only the total for each question should appear in the left-hand margin next to the appropriate question number.

13. Award TWO marks for complete sentences. Award ONE mark for phrases, incomplete sentences and vague answers.

14. Note that with effect from 2012 (final examination) no marks will be awarded for indicating YES (√√) or NO (√√) in evaluation type questions requiring substantiation or motivation. (Applicable to SECTIONS B and C.)
SECTION A

QUESTION 1

1.1.1 C √√
1.1.2 D √√
1.1.3 C √√
1.1.4 A √√
1.1.5 D √√
1.1.6 B √√
1.1.7 A √√
1.1.8 D √√
1.1.9 A √√
1.1.10 A √√

(10x 2) (20)

1.2.1 Product √√
1.2.2 Repo √√
1.2.3 Brainstorming √√
1.2.4 Public Relations √√
1.2.5 Description √√

(5 x 2) (10)

1.3.1 G √√
1.3.2 D √√
1.3.3 C √√
1.3.4 B √√
1.3.5 E √√

(5x2) (10)

TOTAL SECTION A: 40
SECTION B

QUESTION 2 - BUSINESS ENVIRONMENT

2.1.1 The purpose of the Labour Relations Act is:

- to provide for the registration and operation of trade unions and employers’ organizations; ✓ ✓
- to promote and facilitate collective bargain; ✓ ✓
- to provide for the resolution of labour disputes through various means including the Commission for Conciliation, Mediation and Arbitration (CCMA) and the Labour Courts; ✓ ✓
- to promote employee participation in decision making through the establishment of workplace forums. ✓ ✓

[Any THREE] (3 X 2) (6)

2.1.2 If the employers are not complying with the Labour Relations Act, employees should:

- Get their union representatives to speak to management; ✓ ✓
- If they do not make progress, they can contact the union and the employer must be willing to meet with union organisers; ✓ ✓
- If the problem still exists, the employees can approach the Commission for Conciliation, Mediation and Arbitration to help them sort out the issue. ✓ ✓

(3 X 2) (6)

2.1.3 The advantages of the Labour Relations Act to businesses are:

- it provides a clear framework for collective bargaining and dispute resolution.
- It brings order and predictability to negotiations with employees.
- it creates a fairer environment which makes for more contented employees.
- labour disputes are settled more quickly which is less expensive.

[Any TWO] (2 X 2) (4)

2.1.4 Definition:

- The Black Economic Empowerment Act is a policy which was put in place by the government in order to give the opportunity for previously disadvantaged people to balance out the inequalities of the Apartheid era.
- It focused on getting more black people into management positions.

Sub max. (2 X 2) (4)
B-BBEE aims to
- redistribute the wealth of the country across all race and gender groups;
- increase the skills of previously disadvantaged groups;
- increase black ownership of businesses
- increase the number of black candidates at all levels.

[Any TWO] Sub max. (2 X 2) (4)
Max. (4 + 2 + 4) (10)

2.2.1 secondary sector √ √ (1 X 2) (2)

2.2.2 Macro environment – Any ONE of:
- economic √ or technological√ or global√ Sub max. (1 X 1) (1)
- Market environment: competitors√ Sub max. (1 X 1) (1)
Max. (1 + 1) (2)

2.2.3

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>experienced workers and owners √√</td>
<td>productivity dropping √√</td>
</tr>
<tr>
<td>business steadily growing √✓</td>
<td>old equipment which jams √√</td>
</tr>
<tr>
<td>loyal workforce √✓</td>
<td>increased absenteeism √✓</td>
</tr>
<tr>
<td>[Any TWO] (2 X 2) Sub max. (4)</td>
<td>conflict between workers √✓</td>
</tr>
<tr>
<td>[Any TWO] (2 X 2) Sub max. (4)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expansion into a chain store √✓</td>
<td>competition from imports √✓</td>
</tr>
<tr>
<td>Expansion into other provinces √✓</td>
<td>possibility of escalating conflict √✓</td>
</tr>
<tr>
<td>Additional products: bathmats, facecloths, bath gloves √✓</td>
<td>machinery could break down and need to be replaced at a high cost √✓</td>
</tr>
<tr>
<td>[Any TWO] (2 X 2) Sub max. (4)</td>
<td>[Any TWO] (2 X 2) Sub max. (4)</td>
</tr>
<tr>
<td>Max. (4 X 4) (16)</td>
<td></td>
</tr>
</tbody>
</table>

2.2.4
- Reward productivity. √✓
- Service machines. √✓
- Insist on a doctor’s note when workers have been absent. √✓
- Do some teamwork activities to relieve stress and build team mentality. √✓
- Keep a solid relationship with small retailers that stock their towels. √✓
- Put money aside to pay for replacement machinery. √✓

[Any THREE] (3 X 2) (6)
2.2.5
- concentric diversification
- this is when a business adds new products or services that are related to existing products and which will appeal to new customers. \( (2 \times 2) \) \( 6 \) (2 X 2) (6)

2.2.6
- market development ✓
  - The business focuses on selling existing products into new markets ✓ ✓
    \( (3 \times 1) \) \( 3 \) \( 60 \) (3 X 1) (3)

QUESTION 3
3.1.1 Tandi embodies a democratic (or participative) leadership style. ✓ ✓

Sub Max \( (1 \times 2) \) \( 2 \) (1X2) (2)

The case study shows this when it says:
- “she has surrounded herself with motivated employees” ✓
- “Tandi believes in working as a team” ✓
- “the ideas, experience and thoughts of each individual are relevant and a key factor to overall success” ✓
- “Tandiz Engineering has an enviable record of retaining staff” ✓

[Any TWO] Sub Max. \( (2 \times 1) \) \( 2 \) (2X1) (2)

Max \( (2 \times 2) \) \( 4 \) (2X2) (4)

3.1.2 The most important characteristics of an effective leader are to:
- Be enthusiastic – have enthusiasm for the business that lasts. ✓ ✓
- Be positive - a positive outlook helps to think of innovative ways to get things done. ✓ ✓
- Be confident - so that you inspire confidence in others. ✓ ✓
- Persevere - and never give up. ✓ ✓
  - Problems are very seldom impossible to solve. ✓ ✓
- Have the desire to succeed. This will help you to never give up. ✓ ✓
- Have the ability to inspire and motivate so that you have a positive impact on others.

[Any FOUR] \( (4 \times 2) \) \( 8 \) (4X2) (8)
3.1.3 According to the passage, Tandi has the following attitudes:

- She is dynamic, driven and passionate. √√
- She cares about the environment. √√
- She is energetic, enthusiastic and has a quick mind. √√
- She is ambitious and hard-working. √√
- She cares about the environment, job creation and her employees. √√

[Any TWO] (2X2) (4)

3.1.4

- Charismatic leadership is based on the leader’s ability to motivate and inspire his or her followers due to a strong personality and persuasive communication skills. √√
- Situational leadership is when a leader style depending on the level of their followers and the need of the organization. √√ (2 x 2) 4

3.1.5 A democratic style of leadership is often the most effective style since it:

- Affirms and motivates people, which make them more loyal and productive. √√
- Encourages the most innovation as people become comfortable in the more relaxed environment. √√
- However, it is not an efficient leadership style since it takes time to get everyone’s idea and opinions. √√
- In some circumstances a more authoritarian approach works better, such as in emergency. √√

[Any TWO] (2X2) (4)

3.1.6 As a manager needs to:

- Administer the business. √√
- Develop plans for the short-term. √√
- Implement plans. √√
- Monitor people. √√
- Focus on systems and structures. √√
- Maintain the business. √√

[Any FOUR] Sub Max. (4X2) (8)
As a leader needs to:

- Inspire people. √ √
- Motivate her staff. √ √
- Be innovative. √ √
- Develop a long-term view. √ √
- Challenge employees and management. √ √
- Develop goals. √ √

[Any FOUR]   Sub Max. (4X2) (8)

Max (2X8) (16)

3.2.1 Steps for preparing an effective presentation. √√

- Be sure of the purpose of your presentation by listing the objectives and checking them with an appropriate person. √√
- Know your audience – who they are; what they already know; what you want to tell them; what language level is appropriate for them. √√
- Find out how much time you have been allocated for your presentation, as you must never speak for longer than you have been set. √√
- Write out your presentation in a structured format, including an introduction, a body and a conclusion. √√
- Ensure your introduction is attention-grabbing and gives a clear indication of what you are going to say. √√
- Keep the body of the presentation clear, accurate, concise, and ensure it is simple language so you get your message across. √√
- Ensure your conclusion summarizes your message clearly and effectively. √√
- Create visual aids that assist in getting your message across and consolidating the information. √√
- Practice, practice, practice- in front of the mirror and then in front of someone who will give you objective and honest feedback. √√
- Visit the venue and ensure that the equipment works and that your visual aids are appropriate and visible in the venue. √√

Any other relevant steps.

[Any SIX] (6X2) (12)
3.2.2

- Clear, helpful visual aids can benefit a verbal presentation enormously. ✓✓
- Using tables, graphs, diagrams and illustrations can make what you say, easier to grasp and more likely to remember. ✓✓
- The visual aids must be clearly visible to everyone in the room. ✓✓
- The visual aids must only be used to assist in getting information across and must never be the whole presentation. ✓✓
- Any other relevant points about using visual aids. ✓✓

[Any TWO] (2X2) (4)

[60]

QUESTION 4 – BUSINESS ROLE

4.1.1

- Corporate social investment (CSI) refers to projects that are not part of the normal business activities of a business and not directly aimed at increasing profits. ✓✓
- CSI projects are strongly developmental in nature and use the business’s resources to benefit and uplift communities ✓
  Example: an adult literacy project in evenings ✓ (2)

4.1.2 ASLA Construction could experience any of the following challenges:

- They may not have the skills to solve the community’s problems. ✓✓
- The projects will be costly and the money could be invested profitably. ✓✓
- The projects may become a financial burden at a later stage. ✓✓
- It could be difficult to sustain the projects when there is an economic downturn. ✓✓
- They could find that the projects are very time consuming. ✓✓
- They may not have the skills to communicate the benefits of the projects to the community which is essential in order to get their cooperation. ✓✓
- Any other relevant challenge ✓✓

[Any THREE] (3 X 2) (6)
4.1.3

- Unemployment:
  - Set up an entrepreneurial programme to teach entrepreneurial skills and to mentor new business owners. √√
  - Start a job creation programme. √√
  - Introduce an apprenticeship programme. √√

  [Any ONE] Sub max. (1 x 2) (2)

- Lack of housing:
  - Teach community members to make bricks √√
  - Run a community programme to teach building skills. √√
  - any other relevant project √√

  [Any ONE] Sub max. (1 x 2) (2)

- Poor education:
  - Establish early learning centres √√
  - Set up a teacher enrichment programme. √√
  - any other relevant project √√

  [Any ONE] Sub max. (1 x 2) (2)

  Max. (3 x 2) (6)

4.2.1

- Corporate governance is the set rules and guidelines as to how the company can be managed √√ so that it fulfills its goals in an ethical manner. √√ The emphasis is on ensuring that decisions taken are beneficial to all stakeholders, including the board of directors, management, shareholders, customers, employees and society. (2 x 1) (2)

4.2.2

- Effective, ethical leadership:
  - Manipulating people √√.
  - Exploiting people’s vulnerabilities. √√
  - Taking large bonuses despite a bad year √√
  - Any other relevant example √√

  [Any ONE] Sub max. (1 x 2) (2)
• Sustainable business practices:
  o Exploiting natural resources without a programme to replenish them
  o Poor farming practices that deplete the land
  o Overfishing in the oceans

  **[Any ONE] Sub max. (1 X 2) (2)**

• Good corporate citizenship:
  o Not having any corporate social responsibility or corporate social investment programmes. √√
  o Polluting the environment such as rivers and oceans. √√
  o **Any other relevant example** √√

  **[Any ONE] Sub max. (1 X 2) (2)
  Max. (3 X 2) (6)**

4.3.1 Criteria essential for an effective team are:

• full agreement on the purpose and objectives of the team; √√
• agreement on how the team will function and any necessary rules, norms etc. √√
• agreement on clear performance goals; √√
• informal, comfortable and relaxed atmosphere; √√
• people feel free to discuss the topic openly and to express their opinion; √√
• there is disagreement, but it is viewed as good; √√
• the leadership of the group shifts depending on the task; √√
• **Any other relevant criteria** √√

  **[Any TWO] Sub max. (4 X 2) (8)**

4.3.2

• Difference in goals and objectives. √√
  Having different interests and values from team-mates. √

  **(2 + 1) (3)**

• A difficult environment for a team. √√

• Stressful working environment where team-members do not make the atmosphere one of acceptance or where management puts pressure for results.

  **(2 + 1) (3)**

  Unequal treatment of team members √√. Some are respected and listened to more √.

  **(2 + 1) (3)**

• Personality clashes √√. Where team members with different personality types fail to work together. √

  **(2 + 1) (3)**

• Discrimination in the team √√. Team members are discriminated against due to gender, race or religion. √
• The rules and policies are unclear or insufficient. √√ Team members feel uncertain. √
• Any other relevant cause of conflict √√ √

[Any FOUR] (4 X 3) (12)

4.4.1
• A bigger talent pool from which to draw employees. √√
• Increased productivity due to diverse talents that people bring to the workplace. √√
• Increased creativity and problem solving due to different viewpoints from diverse upbringings and cultures. √√
• Innovation that satisfies a large customer base since diverse knowledge of wants and needs will result in many being satisfied. √√
• An opportunity for staff to become more tolerant and to learn to understand others who are different from themselves. √√
• Any other relevant benefit of workplace diversity √√

[Any FOUR] (4 X 2) (8)

4.4.2
• Provide on-going diversity training for all staff in order to promote acceptance of differences. √√
• Build ramps for wheelchair access. √√
• Provide space for religious prayers. √√
• Ensure diverse dietary requirements are catered for. √√
• Any other relevant suggestions √√

[Any THREE] (2 X 2) (4) [60]
QUESTION 5 – BUSINESS OPERATION

5.1.1 Make sure you are familiar with the job requirements. √√
- Read and compare the CVs of each of the candidates. √√
- Prepare meaningful interview questions. √√
- Organise a suitable venue. √√
- Notify all those who will be involved in the interview about the time and place. √√
- Any other relevant preparation. √√

[Any FOUR] (4X2) (8)

5.1.2 Advantages of internal recruitment:
- Employee has an understanding of how the business works. √√
- Promoting an employee give a business a better chance of retaining an experienced person. √√
- It is easy to get thorough and reliable references from the employee’s supervisors and employee file. √√
- Any other relevant advantage of internal recruitment. √√

[Any THREE] Sub max. (3X2) (6)

Advantages to external recruitment:
- New ideas and skills are introduced to the business. √√
- Reduces rivalry and bitterness between existing employees. √√
- Recruitment agencies are able to consider applicants more objectively and professionally. √√
- There is a larger pool of prospective applicants than internally. √√
- Any other relevant advantage of external recruitment √√

[Any THREE] Sub max. (3X2) (6)
Max. (2X6) (12)

5.1.3 An employment contract must include:
- Name and address of employer and employee; √√
- Detailed job descriptions; √√
- Basic salary and working hours; √√
- Deductions such as income tax, UIF, pension, medical aid, etc.; √√
- Details of leave √√
- Notice or contract period. √√
- Any other relevant detail √√

[Any FIVE] (5X2) (10)
5.2.1

- Quality assurance is proactive in that it is planning the manufacturing process to ensure that quality products are produced. √√
- Quality control is reactive, in that it is a process of checking for faults in products that have already been manufactured. √√

(2x2) (4)

5.2.2 Glow’s Production Department could:

- Ensure that all production staff receives regular on-the-job training to improve their skills. √√
- Increase the number of inspections carried out throughout the production process. √√
- Ensure that machinery is well-maintained to reduce work-stoppages. √√
- Introduce incentives to improve productivity and quality. √√
- Employ experienced and well-trained supervisors to improve quality. √√
- Greater use of machinery and technology could be used to avoid human errors. √√
- Any other relevant suggestion on ways to increase quality of production. √√

[Any FIVE] (5X2) (10)

5.2.3 Glow’s General Management could:

- Plan effectively and then communicate clear vision, goals and objectives to all employees. √√
- Develop a strategic plan to achieve the goals of the company. √√
- Lead effectively by ensuring that all managers and employees understand how their job contributes to the overall success of the business. √√
- Motivate staff at all levels by offering incentives for productive work. √√
- Organize managers so that they know what they are required to do. √√
- Coordinate managers of the different functions to ensure they work together. √√
- Control the business by monitoring and evaluating performance regularly. √√
- Identify problems and take disciplinary action against workers who are not performing. √√
- Any other relevant suggestions on ways to improve the General Management function. √√

[Any FIVE] (5X2) (10)
5.3 The Human Resource function should ensure that:

- The work environment is made as safe as possible; √√
- The business has a health and safety policy; √√
- All employees are trained in health and safety policies; √√
- Managers and their staff are disciplined if health and safety policies are breached; √√
- Protective clothing is provided where necessary; √√
- Any other relevant response √√

[Any THREE] (3X2) (6)

[60]

QUESTION 6: MISCELLANEOUS

6.1 It is a tool used by the business to analyze the challenges of the business environment √√

6.2.

6.2.1 Melanie has a great deal of control over the efficiency and level of helpfulness of her staff (the micro-environment). She can train them continuously and offer incentives for good work. √√

6.2.2 Melanie has less control over the desires of her guests (the market environment), but she can take note of what guests want and try to provide an excellent service which meets the wants and needs of most guests. √√

6.2.3 Melanie has the least control over the economy and its effects on her business, but she can adjust her prices and offer a specials when her numbers are low since some guests at discounted prices are better than no guests at all. √√

(3X2) (6)

6.3 Learners must identify any ONE component (customers; suppliers; intermediaries; competitors; trade unions; or regulators.) (1X1)(1)

Learners must give THREE relevant, possible ways to influence their chosen component. Allocate two marks per strategy. (3X2) (6)

1. Competitors √

- Strategies of a small business:
- Ensure that you offer excellent service and all your employees are well-trained. √√
- Keep up-to-date with trends, changes, technology, fads, fashions, etc. so that you always have the latest product in stock. √√
- Develop relationships with your customers so that they feel a sense of loyalty to your business and so that you are in touch with what your customers want. √√

2. Customers √
- Train staff on how to deal with complaints from customers effectively and efficiently. √√
- Conduct regular surveys to find out what customers want. √√
- Offer extra services, such as free delivery, to make shopping easy for customers. √√

3. Suppliers √
- Constantly look out for new suppliers who are cheaper, more reliable, or offer better quality. √√
- Build relationship with the suppliers you have so that you get good deals. √√
- Be reliable in your payments to suppliers and expect reliability from them. √√

4. Intermediaries √
- Find reliable, dependable intermediaries so that you get good service from them. √√
- Build a relationship with your intermediaries so that you get good service from them. √√
- Use your intermediaries wisely so that they give your business or products the widest exposure. √√

5. Trade Unions √
- Ensure that you and all your staff know the details of all the laws dealing with labour and that you follow them. √√
- Work with the trade union so that you avoid strikes and other industrial action. √√
- Be fair and transparent in your dealings with employees. √√

6. Regulators √
- Know all the rules and regulations set by the regulator and abide by them. √√
- Build a positive working relationship with regulators. √√
- Be fully co-operative with the regulator. √√

6.4.1 They are under-insured √ by R20 000.

138 000+32 000= 170 000 √-150 000
6.4.2 \[ (150\,000 \times 32\,000) \div 170\,000 \]\[= R28\,235 \]

6.4.3 The purpose of UIF is to provide money for people who become unemployed or who are unable to work because of illness, maternity or adoption leave. 
- Evan can claim UIF because he was dismissed. 

6.4.4 People who have voluntarily resigned from their jobs may not claim UIF. 

6.4.5 Yes, because the employee was paying UIF monthly and should be allowed to claim from it if he or she wants to work, but is unable to for any reason. 

OR

No, because someone who is out of work for doing something illegal should not be able to claim UIF.

6.5 Unethical advertising is when it is designed to mislead people.

Examples include:
- Using false or deceptive images or messages;
- Offending a group or groups of people;
- Taking advantage of the naivety of children;
- Any other relevant example.

[Any TWO]
- Be encouraging and enthusiastic about new and innovative ideas, rather than judgmental or employees will not feel safe to be creative. √√
- Make the workplace a playful, interesting, creative environment where employees feel appreciated and are given the time to engage in advanced problem solving. √√
- Rewarding innovation that comes from creative problem solving. √√
- Any other relevant way to encourage creativity in the workplace. √√

[Any FOUR] (4X2) (8)

6.7.1 TQM is Total Quality Management. √

Sub max. (1x1) (1)

It is an approach where quality is seen to involve all the business functions √√ is the responsibility of all employees and not just the managers. √√

Sub max. (2x2) (4)
Max. (1+4) (5)

6.7.2 The Administration Function contributes to the quality of the business by:

- Data capturing and processing must be reliable and fast; √√
- Information must be supplied to management on time. √√
- Technology must be efficiently
- All documentation is kept neatly and orderly in a safe place
- Financial documents are kept up to date and recorded accurately
- All systems and processes are documented
- Quality assurance and control evaluations documented
- Any other relevant contribution √√ (2X2) (4)

6.7.3 Quality control will ensure:

- Fewer defects and therefore less returns and complaints; √√
- Higher productivity; √√
- Lower production costs; √√
- Improved reputation which leads to increase sales; √√
- Greater consumer satisfaction. √√
- Any other relevant benefit √√

[Any THREE] (3x2) (6)

[60]
QUESTION 7 – BUSINESS ENVIRONMENT

The South African consumer is highly overburdened by debt. In spite of this situation, businesses are constantly tempting consumers with easy credit as in “you phone us, and money is in your account before the close of business”. The more vulnerable the consumers are the more protection is required.

Discuss the nature and purpose of the Consumer Protection Act of 2009. Evaluate the rights of the consumers, impact of the Act on businesses, and the penalties for non-compliance. [40]

Introduction

- Consumers in South Africa need protection against the actions of dishonest businesses. ✓
- CPA deals mainly with regulating consumer credit and businesses must comply. ✓
- The CPA encourages consumers to take action if their rights are violated. ✓
(Any 2 x1) (2)

Body

Nature and purpose of Consumer Protection Act

- CPA promotes and advances the social and economic welfare of consumers. ✓✓
- It promotes the rights and full participation of historically disadvantaged individuals as consumers; ✓✓
- Enables access to goods and services by low-income communities and vulnerable consumers; ✓✓
- Promotes fair business practices; ✓✓
- Promotes business innovation and excellence; ✓✓
- Promotes access to information for consumers to make informed choices; ✓✓
- Protects consumers against misleading suppliers of goods and services; ✓✓
- Promotes consumer safety from hazards to their wellbeing; ✓✓
- Strengthens the culture of consumer rights and responsibilities. ✓✓

The Act gives the consumers specific rights, such as the following:

- Equality in the consumer market; ✓✓
- Privacy; ✓✓
- Choice;
- Disclosure and information; ✓✓
- Fair and responsible marketing; ✓✓
- Fair and honest dealing; ✓✓
- Fair, just and reasonable terms and conditions; ✓✓
- Fair value, good quality and safety. ✓✓
(Any 1x2)(2)
Impact of the Act on different aspects of the business:
- The marketing costs are high; ✓✓
- Dissatisfied consumers have the right to return the goods for a refund; ✓✓
- The consumer cannot be charged for cancelling a booking or order because of death or hospitalisation. ✓✓
- The business is forced to give information in plain and understandable language; ✓✓
- False or misleading representations of services/goods must be avoided; ✓✓
- Consumers have a right to safe, quality goods/services. ✓✓
- Businesses/producers are liable for damages caused by unsafe goods or product failure; ✓✓
- The Act contains a number of requirements regarding promotional competitions. ✓✓
  Any other relevant answer.

Penalties for non-compliance:
- The Act imposes fines of up to R1 million or 10% of turnover for each offence. ✓✓
- The National Consumer Commission is responsible for overseeing the compliance by businesses with the CPA. ✓✓
- Failure to adhere with CPA may result in a fine or even imprisonment in severe cases; ✓✓
- In special cases an employer will be held jointly and severally liable with its employee for contravening the CPA ✓✓

Conclusion
Businesses have a duty to perform quality services and supply quality goods; ✓✓
Consumers must act responsibly when purchasing goods and/or services. ✓✓

Any other relevant conclusion

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QUESTION 8 – BUSINESS VENTURE

Your friend has just inherited R3 million Rand from a rich uncle and he has come to you for advice of how to invest it.

Explain to him what factors need to be taken into account when making a well informed decision. Analyse the FOUR investment opportunities and the risk factor of each type of investment opportunity. Recommend one of these investment opportunities to your friend. Motivate your recommendation. [40]

8.1 Introduction
- Investors have a range of investment opportunities to choose from. √
- They measure these investment opportunities against criteria for good investment. √
- Investors set financial goals and consider different factors when making these decisions. √
- Any other relevant introduction related to investment. (max) (3)

8.2 Evaluation of Investment factors to be considered
8.2.1 Return on Investment (ROI) √
- Refers to income from the investment, namely interest, dividends or capital appreciation (growth/increase) on the original amount invested. √√
- Generally, there will be a direct link between risk and return. √√
- The return should be expressed as net after-tax return. √√
- The net after tax return should be higher than the inflation rate at the time. √√
- Any other relevant answer related to the ROI. (Sub max) (4)
8.2.2 **Risk** √√
- The higher the potential return, the higher the risk of a potential loss.√√
- Example: investing in shares has a higher risk than investing in a fixed deposit.√√
- Any other relevant answer related to risk. (Sub max)  (4)

8.2.3 **Liquidity** √√
- A certain amount of capital should be invested in a type of investment that can easily be converted to cash.√√
- The term *liquidity* is used to describe the ease and speed with which you can convert an investment into cash.√√
- Example: an investment in a savings account will be easier to convert into cash than an investment in a fixed deposit which is usually deposited for a fixed period of time or property which will take time to sell before the investment is converted.√√
- Any other relevant answer related to liquidity.  (Sub max)  (4)

8.2.4 **Taxation** √√
- A good investment will yield good after-tax returns.√√
- Income tax implications must be considered in order to get to a high net after-tax rate of return.√√
- Tax rates are not necessarily the same for different investments.√√
- Any other relevant answer related to taxation. (Sub max)  (4)

8.2.5 **Inflation rate** √√
- Inflation generally refers to a decrease in the value of money and rising prices.√√
- People are highly affected by a high inflation rate because if prices increase they can buy less with their money/purchasing power decreases.√√
- Income from an investment should be higher than the inflation rate.√√
- Inflation has a positive effect on some investments such as property and shares where the income will increase as the inflation increases.√√
- Any other relevant answer related to inflation rate. (Sub max)  (4)
8.2.6 **Investment period** √√
- This is the duration of the investment. √√
- It can be short, medium or long term. √√
- The investment period will depend on the customer’s personal needs. √√
- Any other relevant answer related to investment period. (Sub max) (4)

8.2.7 **Investment planning factors** √√
- Investors must consider the safest possible investment opportunities. √√
- Some opportunities offer a low income on invested capital, but it could be a safer opportunity than an opportunity that promises a higher income. √√
- Examine opportunities with a history of good return. √√
- Divide your investment between different opportunities. √√
- How will the interest on the investment be calculated? √√
- Inflation also plays a role on your investment/general economic trends. √√
- Any other relevant answer related to investment planning. (Sub max) (4)

8.2.8 **Budgets** √√
- After drawing up a budget, they can determine the amount of surplus money that can be invested. √√
- Budgets can be short, medium or long term. √√
- Must consider unforeseen costs. √√
- Provision for contingency plans. √√
- Any other relevant answer related to budgets. (Sub max) (4)

8.2.9 **Volatility of the market** √√
- Fluctuation in national and international economic trends. √√
- The level of volatility will determine the amount of returns. √√
  (Sub max) (4)

8.3 **Explanation of types of formal investments**

8.3.1 **Unit trusts** √√ – It is a package made up of equity/capital investments in different companies and can be bought directly from the accredited service providers. √√

  **Risk factor** – low to medium risk. √√ (Sub max) (6)
8.3.2 **Managed portfolio** — A financial institution or financial advisor invests your money in different investments such as shares and manages them over a period of time. If it does not perform well as expected, the portfolio may be re-structured.

**Risk factor** — low to high risk unforeseen circumstances can impact negatively on the share/equity market. Net effect is not severe as changes are constantly made.

8.3.3 **Endowment policies** — this is where companies invest over a longer period of time (usually more than 5 years) in different business opportunities. Customised between the needs of the clients and the broker/insurance companies.

**Risk factor** — low to medium risk a forecast is made, which is not always accurate, and high unrealistic expectations of the investors are created. On maturity date, the investor could receive less than the original capital/legislation controls projected rates of return.

8.3.4 **Fixed deposit** — this is a very conservative method of investment — it is based on a fixed rate but is also more secure.

**Risk factor** — is very low as the investor will receive what was promised.

8.3.5 **Notice deposits (32-days)** — e.g. your money is invested at a fixed rate, although you may withdraw it at anytime provided you give the bank 32 days notice.

**Risk factor** — low because interest rate or rate of return can be predetermined - depends on repo/bank rates.

8.3.6 **Bonds** — The investors’ money is used to finance the purchasing of capital projects such as buildings where the rate of return is normally above average.

**Risk factor** — is high as some buildings could be overvalued and may not generate the required return when resold.

8.3.7 **Property** — Property can keep up with inflation and can be a very effective way of gearing (borrowed to own capital) your investment.

**Risk factor** is moderate to high as much depends on the location of the property and the political and economic environment.
8.3.8 **Retirement Annuities (RA’s) √√** – Investment in which an individual pays a monthly premium over a long period of time before retirement. √√

**Risk factor** - Low risk – can be guaranteed for life. √√ (Sub max) (6)

8.3.9 **Offshore investment √√** is the keeping of money in a jurisdiction other than one’s country of residence. √√

**Risk factor** - Low medium or high risk influenced by the economic performance of the country where investment was made. √√ (Sub max) (6)

8.3.10 **Life assurance √√** the investment will be paid out after the occurrence of a particular event e.g. death of the insured/as specified in the policy. √√

**Risk factor** – low risk - fixed amount is guaranteed. √√ (Sub max) (6)

8.3.11 **Debentures √√** Investors lend money to public companies and they will receive interest on this investment. √√

**Risk factor** – medium risk √√ (Sub max) (6)

8.3.12 **Investment in a business √√** is when you start your own business or invest in an existing business as a partner, etc. √√

**Risk factor** – low to high risk √√ (Sub max) (6)

8.3.13 **Investment in arts √√** is when investors choose to invest in arts for example buying paintings. √√

**Risk factor** – medium to high risk √√ (Sub max) (6)

8.3.14 **Shares/commodity markets/equity markets √√** investment in private and public companies. √√

**Risk factor** – medium to high risk, it depends on the type of share. √√ (Sub max) (6)

8.3.15 **Stokvel √√** – a structured body of investors registered with accredited service providers. √√

**Risk factor** – low to high risk √√ (Sub max) (6)

**NOTE:** Mark first FIVE (5) types of investment only.

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8.4 Conclusion
- After considering the various investment opportunities and risk factors, the partners can make a calculated decision. □√□
- Any other relevant conclusion related to investments. (max) (2)

NOTE: Candidates should be awarded marks when examples demonstrate understanding.

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<td>Originality, examples</td>
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TOTAL MARKS 40

LASO – For each component
Award 2 marks if all requirements are met.
Award 1 mark if only some of the requirements are met.
Award 0 marks where requirements are not met at all.
QUESTION 9 – BUSINESS ROLE

1.1 Introduction
- There are many theories of team dynamics which try to explain how and/or why people work together in groups.✓
- Most of these theories are based on the different roles that team members play in a team.✓
- Each theory tries to explain different personalities and/or roles they play in a team.✓
- The Belbin Role Theory assumes that team members can adopt certain roles which will define their behaviour in the team.✓
- These team roles can change depending on the task and the structure of the team.✓
- Belbin’s theory states that team roles are patterns of behaviour that people show in the context of working in a team.✓
- Team members’ strengths and weaknesses form the foundation of the roles that team members play in a team.✓

1.2 Belbin Role Theory (max 14) (Plat p 165)
- Belbin Role Theory identifies nine roles, divided into three categories, i.e.:
  - Action-orientated roles✓, i.e. the shaper, implementer and completer/finisher.✓
  - People-orientated roles✓, i.e. the coordinator, team worker and resources investigator.✓
  - Cerebral roles✓ i.e. plant roles (creative and imaginative), monitor/evaluator (even-tempered) and the specialist (single minded and a self-starter)✓

  sub max (2)

  Application of Belin Role Theory to the case study
- Action orientated roles can be played by Jenny, the financial manager, ✓✓ as she:
  - thrives under pressure (shaper)✓✓
  - can implement action plans in the administrative and finance departments (implementer)
  - acts pro-active in finding financial errors (Completer)
  - delivers on time (Completer)

Identify role player (2)
Reason (1 x 2)
- People-orientated roles can be played by Petro, the marketing manager, as he/she:
  
  - is seeking new product lines/markets/selling methods (resource investigator)
  - listens to customers (team worker)
  - tries to avert friction when dealing with unhappy customers (team worker)
  - coordinates the team’s objectives/strengths/weaknesses (coordinator)

  Identify role player (2)
  Reason (1 x 2)

  sub max (4)

- Cerebral roles can be played by Mongameli, the purchasing manager, as he:

  - is creative in finding resources for new product lines ("plant")
  - should be a specialist in purchasing the right materials at the best prices, at the right time and quality from the right suppliers (specialist)
  - should be even-tempered and strategic in negotiations with suppliers (monitor evaluator)

  Identify role player (2)
  Reason (1 x 2)

  sub max (4)

1.3 Criteria for successful teams (max 10) (Plat p 162, Mac p 155)

- team understands its purpose clearly/has clearly defined mission and objectives that every team member accepts
- team objectives are broken down into clear goals for each team member
- team must have a clear set of processes and procedures for working together in the team
- team work will be co-ordinated and organised/each member understands his or her role
- each member takes responsibility for goals/objectives/values of the team/it creates a sense of belonging
- All members’ opinions should be considered/heard/discussed
- Each member should be skilled/specialists in his/her own field
- Members have mutual respect for each other's opinions/skills
- Any other ....

Max (10)

1.4 Positives + Negatives in effective conflict management

Positives:
- Effective procedures create consistency and fairness and members can trust each other
- Communication and transparency is encouraged
- Prevent/Reduce conflict on the long term
- Conflict cannot always be prevented/resolved, so team members should be aware of effective ways in managing conflict situations
- It requires strong communication structures and strategies to clear misunderstandings.
- Well managed conflict ensures that communication channels remain open and leads to diversity of thinking and ideas

Negatives:
- Team members may not co-operate well which reduces productivity levels.
- Issues that are not resolved quickly and effectively, may impact negatively on staff morale.
- Conflict may reduce creative thinking
- Team members may respond negatively to conflict and problem may not be solved effectively

Max (10)
1.5 **Steps in resolving conflict** (8)

- Identify the problem / recognise different opinions/view points
- Define the problem clearly
- Each party gets an opportunity to express their opinions/views
- Brainstorm/consider various solutions
- Evaluate each solution / Parties agree on criteria to evaluate each solution
- Choose the best solution that both parties accepted
- If one solution cannot be found, a mediator may be appointed
- Implement the best solution
- Monitor/Evaluate the progress of the solution/results of the solution.

**Conclusion**

Any relevant conclusion (2)
QUESTION 10

Quality of performance need to be monitored in all business functions in order for management to detect under performance. Decisions must be taken to remedy the underperformance so that the business achieves its objectives.

Write a detailed report on Total Quality Management (TQM) with regard to:

- a description of TQM
- an analysis of how it impacts on the profitability of a business in the purchases, public relations and financial function.
- an evaluation of the elements of Continuous Skill Development and Total Client Satisfaction in business. [40]

10.1 INTRODUCTION

- Top management is ultimately responsible for quality of performance. √
- Senior executive need to be able to guide and direct in order to improve performance. √
- Everyone employed in a business has a role to play realising the of quality performance. √
- Quality cannot always be achieved when one person in a business works towards a particular/personal goal. √
- Any relevant introduction related to quality of performance within business. √

(ANY 3 X 1) (3)

Description of TQM:

- continuous skills development
- total client satisfaction
- continuous improvements to systems, adequate financing and capacity
- planning, monitoring and evaluation
- involvement of all and employee responsibility

BUSINESS FUNCTIONS

Public relations.
- Promote a positive image by liaising with the relevant stakeholders.
- Release regular press statements. √ √
- Thorough publicity, the business enjoys a positive image in society. √ √
- The business must attain a respectable position in society. √ √
- Other management functions are influenced by public relations functions e.g. improve customer relations. √ √
- Engage in CSR and other broader social responsibility projects. √ √
- Counter negative publicity. √ √
- Any other relevant answer related to quality of performance within the public relations function. √ √
  (Any 4 x 2) (8)

**Financial function.**

- Implement a credit granting and collection policy/set credit limits. √ √
- Compile realistic budgets and have good budget control. √ √
- Determine the need for funds. √ √
- Acquire funding from suitable sources. √ √
- Apply funds effectively. √ √
- Keep debts within acceptable limits. √ √
- Profitability ratios must be prepared by the financial manager and presented to management to analyse and make decisions. √ √
- Take legal action against non-paying debtors/clients. √ √
- Any relevant answer related to quality of performance within the financial function. √ √
  (Any 4 x 2) (8)

**Purchasing Function**

- raw material must be bought from suppliers that can deliver quality material
- the price of raw material could determine the quality of the raw materials
- raw material must be bought timeously to prevent quality being compromised as a result of delays
- larger quantities will ensure that production can continue; a short supply can influence the quality of the final product
- storage space must be used cost effectively and in a way that as maintain the quality of the stored material
- a stock control system will ensure the safe keeping and security of raw material which will influence the quality of the output delivery
- a minimum stock level report will ensure sufficient levels of quality stock to satisfy customer demands
Continuous skill development

- Continuous skill development supporter be on-going education and training, is necessary for employees to be productive and to drive quality. √ √

- Skills development and training will empower employees and improve their performance as individuals and in teams. This way they can create quality products and services. √ √

- Continuous skills development needs commitment from top management and should be supported by effective and open communication, relevant support structures, systems and the necessary resources. √ √

- A TQM environment needs committed and well-trained employees that participate fully in quality improvement activities. √ √

- Teamwork. √ √

- TQM requires everyone to work effectively as an individual and effectively as a team within a department of a business or across departments. √ √

- An initiative that works well within teamwork to improve quality is the use of quality circles. √ √

- A quality circle is a group of employees with a variety of skills and experiences coming together to solve problems related to quality and to implement improvement. They give solutions to top management. √ √

- Any relevant answer relating to continuous skill development. √ √

(Any 3 x 2) (6)

Total client satisfaction

- Quality products and services satisfy customers’ needs and expectations. √ √

- Customers will only be satisfied if they receive value for money products and services that meet their needs, requirements and expectations and are delivered when expected. √ √

- Total client satisfaction is important because if service to customers is not constantly improved and exceed their expectations, customers will turn to competitors in the market. √ √

- TQM puts customers first. √ √
-Continuous improvements to processes and systems. √ √

-Processes and systems are the flow of activities to create or deliver products and services to customers. TQM recognises the link between product quality and customer satisfaction. √ √

-Processes need to be easy for customers as they don’t want to waste their time with long and complicated procedures. Issues such as waiting time for customers, the information given to customers and the helpfulness of employees are all very important to keep customers happy. √

-Process improvement will ensure quality products and services. √

-Processes need to be easy for customers as they don’t want to waste their time with long and complicated procedures. Issues such as waiting time for customers, the information given to customers and the helpfulness of employees are all very important to keep customers happy.

-Process improvement will ensure quality products and services. √

-Continuous improvements to processes and systems will ensure that the business prevents defects and mistakes, getting it right the first time. √ √

-Stocks are expensive to keep. Another system that a business can use to increase efficiency and decrease waste is called Just-in-Time (JIT), reducing stock holding costs. √ √

-Quality assurance systems and national and international standards ensure that products and services are meeting quality standards and customer expectations. √ √

-Any other relevant answer related to total client satisfaction √ √

(Any 3 x 2) (6)

**Conclusion**

-Business must always focus on satisfying customers’ needs. √ √

-Always strive to maintain quality of performance within the overall business operations. √

-The functions should operate in isolation /are closely interrelated. √ √

-Any relevant conclusion related to quality of performance within the above mentioned functions. √ √

(Any 1 x 2) (2)

**TOTAL SECTION C: 80**

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