



Education

KwaZulu-Natal Department of Education
REPUBLIC OF SOUTH AFRICA

**NATIONAL
SENIOR CERTIFICATE**

GRADE 12

BUSINESS STUDIES

COMMON TEST

MARCH 2018

MARKS: 100

TIME: 1 hour

N.B. This question paper consists of 7 pages.

INSTRUCTIONS AND INFORMATION

Read the following instructions carefully before answering the questions.

1. This question paper consists of **THREE** sections.

SECTION A: **COMPULSORY**

SECTION B: Consists of **THREE** questions. Choose any **TWO** questions.

SECTION C: Consists of **TWO** questions.
Answer any **ONE** of the **TWO** questions in this section.

2. Read the instructions for each question carefully and take particular note of what is required.
3. Number the answers correctly according to the numbering system used in this question paper.
4. Except where other instructions are given, answers must be written in full sentences.
5. Use the mark allocation and the nature of each question to determine the length of an answer.
6. Use the table below as a guide for marks and time allocation when answering each question.

QUESTION	SECTION	MARKS	TIME
1	A: Multiple-choice questions and matching COMPULSORY	20	10 minutes
2, 3 and 4	B: THREE Direct questions. (Choose any TWO questions)	40	20 minutes
5 and 6	C: TWO questions. (Choose any ONE of the TWO questions)	40	30 minutes
TOTAL		100	60 minutes

SECTION A: (COMPULSORY)**QUESTION 1**

1.1 Various options are provided as possible answers to the following questions. Choose the answer and write only the letter (A-D) next to the question number (1.1.1 – 1.1.5) in the ANSWER BOOK, **for example 1.1.6 D**.

1.1.1 Employers are legible to pay a skills levy if their total annual salary expense exceeds

- A R 1 million
- B R 5million
- C R 250 000
- D R 500 000

1.1.2 Fast and Furious tyre manufacturing company purchases Quick tyre fitment retailers. This strategy is called ...

- A backward vertical integration
- B horizontal diversification
- C forward vertical integration
- D horizontal integration

1.1.3 A pregnant employee qualifies for a maximum of ... paid maternity leave.

- A two months'
- B one month
- C four months'
- D three months'

1.1.4 A human resources activity that determines which applicants meet the minimum job requirements and separate them from the rest.

- A Interview
- B Induction
- C Placement
- D Screening

1.1.5 An example of unprofessional and unethical behaviour is _____.

- A selling second hand cars at lower prices than new cars
- B ensuring that the environment is protected
- C receiving kickbacks, gifts and gratuities during the procurement process
- D not starting a venture at the expense of someone else

(5 x 2) (10)

- 1.2 Choose a description from **COLUMN B** that matches a term/Act in **COLUMN A**. Write only the letter (A-E) next to the question number (1.2.1 – 1.2.5) in the **ANSWER BOOK**.

For Example: 1.2.6 F.

COLUMN A	COLUMN B
1.2.1 Tax evasion	A. This act encourages employers to use the workplace as a learning environment
1.2.2 Porter's Five Forces	B. pay received for a specific piece of work done.
1.2.3 Time-related remuneration	C. a business or person deliberately conceals information or illegally claims to have made expenses that reduces the tax
1.2.4 Empty chair	D. This act promotes demographic representation in a business
1.2.5 Broad –Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)	E. A problem-solving technique where a team of experts are given questionnaires to obtain their opinions without bringing them together
	F. analyses the micro-environment
	G. calculation based on an agreed hourly rate.
	H. a process through which a business legally claim benefits that will reduce tax payable to the South African Revenue Services (SARS)
	I. analyses the market environment
	J. This problem-solving technique allows a manager to find solutions on his/her own.

(5 x 2) (10)

TOTAL SECTION A: 20

SECTION B

Answer any **TWO** questions from this Section.

QUESTION 2

- 2.1 List TWO types of defensive strategies. (2)
- 2.2 Read the following scenario and answer the question that follows.

AZ MANUFACTURERS (AZM)

AZM specialises in the manufacture of swimming costumes. Due to competition they have decided to manufacture other sportswear.

- 2.2.1 Identify the type of diversification strategy in the above scenario. (2)
- 2.2.2 Discuss TWO other diversification strategies. (6)
- 2.3 Recommend steps in evaluating a strategy. (10)
[20]

QUESTION 3

- 3.1 Outline any FOUR problem-solving steps. (4)
- 3.2 Read the following scenario and answer the question that follows.

ACE CLOTHING (AC)

AC specialises in the selling of men's clothing. The business sales are declining and there are losing customers to businesses that sells similar men's clothing. They have consulted experts to solve the problem.

- 3.2.1 Identify the problem solving technique in the above scenario. (2)
- 3.2.2 Discuss the advantages of the problem solving technique identified in QUESTION 3.2.1. (6)
- 3.3 Recommend ways in which a business can create an environment that stimulates creative thinking (8)
[20]

QUESTION 4

- 4.1 Distinguish between *professional behaviour* and *ethical behaviour* (8)
- 4.2 Explain ways in which businesses can apply the following King code principles to improve their corporate governance.
- (a) transparency (4)
- (b) accountability (2)
- 4.3 Read the following scenario and answer the questions that follow.

TT PAINTS (PTY) LTD (TTP)

TTP is a local paint factory in Umlazi. Tyrick and Taarick are the only directors. Tarrick appointed Mandisa, his niece, as the new secretary although she was not the best candidate for the position. Aliah, the supervisor, dumps the factory's waste material in a nearby river to save on disposal costs.

- 4.3.1 Quote TWO unethical business practices from the scenario above. (2)
- 4.3.2 Recommend a strategy to deal with each unethical business practice identified in QUESTION 4.3.1. Redraw the table below in your answer book to present your response. (4)

4.3.1 UNETHICAL BUSINESS PRACTICE	4.3.2 STRATEGIES
(a)	(a)
(b)	(b)

[20]

TOTAL FOR SECTION B: [40]

SECTION C**ANSWER ANY ONE QUESTION FROM THIS SECTION****QUESTION 5****BUSINESS ENVIRONMENT**

The National Credit Act, 2005 (Act 34 of 2005) (NCA) protects the consumer in the credit market and make credit and banking services more accessible. The Act helps to enhance control for a better and more responsible credit practices in industry.

With reference to the statement above:

- Discuss the purpose of the National Credit Act
- Explain the rights of consumer as outlined in this Act
- Analyse the impact of this Act on businesses
- Suggest ways in which businesses can comply with this Act

[40]**QUESTION 6****BUSINESS OPERATIONS**

The financial manager of KK Movers and Shakers (Pty) Ltd recently announced his retirement. Nalini, the human resources manager, needs to find a new financial manager. Nalini had to compile a job description and job specification before advertising the position. She has advertised the position on the business's notice board. She is also responsible for the arrangements during the selection process.

Refer to the scenario above and write an essay in which you include the following aspects:

- Distinguish between *job description* and *job specification*
- Discuss the impact of internal recruitment on businesses
- Explain the selection procedure that Nalini should follow to identify the most suitable candidate
- Advise Nalini on the purpose of the interview and her role as an interviewer

[40]**TOTAL FOR SECTION C: [40]****GRAND TOTAL: [100]**



Education
KwaZulu-Natal Department of Education
REPUBLIC OF SOUTH AFRICA

BUSINESS STUDIES
MEMORANDUM
COMMON TEST
MARCH 2018

NATIONAL
SENIOR CERTIFICATE

GRADE 12

MARKS: 100

N.B. This memorandum consists of 14 pages.

NOTE TO MARKERS

Insight consists of the following components:

Layout/Structure	Is there an introduction, body and a conclusion?	2
Analysis and interpretation	Is the candidate able to break down the question into headings/sub-headings/interpret it correctly to show understanding of what is being asked? Marks to be allocated using this guide: All headings addressed: 1 (One 'A') Interpretation (16 to 32 marks): 1 (One 'A')	2
Synthesis	Are there relevant decisions/facts/responses made based on the questions? Marks to be allocated using this guide: No relevant facts: 0 (Two -S) Some relevant facts: 1 (One -S) Only relevant facts: 2 (No -S) Option 1: Where a candidate answers 50% or more of the question with only relevant facts; no -S' appears in the left margin. Award the maximum of TWO (2) marks for synthesis. Option 2: Where candidate answers less than 50% of the question with only OR some relevant facts; one -S' appears in the left margin. Option 3: Where candidate answers less than 50% of the question with no relevant facts; two -S' appear in the left margin for synthesis.	2
Originality	Is there evidence of examples, recent of information, current trends and developments?	2
TOTAL FOR INSIGHT:		8
TOTAL MARKS FOR FACTS:		32
TOTAL MARKS FOR ESSAY (8 + 32)		40

- 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** and **CONCLUSION** are not supported by an explanation.

SECTION A

QUESTION 1

1.1 Multiple choice

1.1.1 D✓✓

1.1.2 C✓✓

1.1.3 C✓✓

1.1.4 D✓✓

1.1.5 C✓✓

5 x 2 (10)

1.2 Matching

1.2.1 C✓✓

1.2.2 I✓✓

1.2.3 G✓✓

1.2.4 J✓✓

1.2.5 D✓✓

5 x 2 (10)

TOTAL SECTION A: [20]

SECTION B

QUESTION 2

2.1 Defensive strategies

Retrenchment✓
Divestiture/Divestment✓
Liquidation✓

Mark the first TWO only

(2 x 1) (2)

2.2.1 Concentric diversification ✓✓

(2)

2.2.2 Horizontal diversification ✓

- A growth strategy where the business adds new products ✓ that are unrelated to existing products ✓ but may appeal to existing customers ✓ eg. a car dealership that starts marketing financing services.

Sub Max (3)

Conglomerate diversification✓

- A growth strategy where the business adds new products or services ✓ that are unrelated to existing products ✓ but may appeal to new groups of customers. ✓
eg. Virgin has interest in air, travel, music, mobile phones etc.

Sub Max (3)

Max (6)

2.3 Steps in evaluating strategies

- Examine the underlying basis of a business strategy. ✓✓
- Formulate strategies to meet objectives favourably. ✓✓
- Implement strategies using action plans, etc. ✓✓
- Look forward and backwards into the implementation process. ✓✓
- Compare the expected performance with the actual performance. ✓✓
- Measure business performance in order to determine the reasons for deviations/analyse these reasons. ✓✓
- Take corrective action so that deviations may be corrected. ✓✓
- Set specific dates for control and follow up. ✓✓
- Draw up a table of the advantages and disadvantages of a strategy. ✓✓
- Decide on the desired outcome to determine the effectiveness of the strategy. ✓✓
- Consider the impact of the strategic implementation in the internal and external environments of the business. ✓✓
- Any other relevant answer related to the steps in strategy evaluation.

NOTE: Steps can be in any order

Max (10)

[20]

QUESTION 3**3.1 Problem-solving steps**

- Identify the problem. ✓
- Define the problem. ✓
- Identify alternative solutions. ✓
- Evaluate alternative solutions. ✓
- Choose the best solution. ✓
- Formulate/Develop an action plan/strategy. ✓
- Implement the action plan/strategy. ✓
- Evaluate the action plan/strategy/final solution. ✓
- Any other relevant answer related to the problem-solving steps. (4)

NOTE:

1. **Mark the first FOUR (4) only.**
2. **Steps can be in any order.**
3. **Award marks when different approaches in problem-solving are used, e.g. 3 or 4 steps, etc. (4 x 1) (4)**

3.2.1 Delphi Technique ✓✓ (2)**3.2.2 Advantages of the Delphi technique**

- Businesses save time/costs✓, when using a group of experts 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 no-one dominates the process. ✓
- Any other relevant answer related to the advantages of the Delphi technique in solving business problems.

NOTE: Mark the correct advantages of Delphi technique even though the technique in 3.2.1 was incorrectly identified.

Max (6)**3.3 Ways in which a business can create an environment that stimulates creative thinking**

- Emphasise the importance of creative thinking to ensure that all staff know that management want to hear their ideas. ✓✓
- Encourage staff to come up with new ideas/opinions/solutions. ✓✓
- Make time for brainstorming sessions to generate new ideas. e.g. regular workshops/ generate more ideas/build on one another's ideas. ✓✓
- Place suggestion boxes around the workplace and keep communication channels open for new ideas. ✓✓
- Train staff in innovative techniques/creative problem solving skills/mind-mapping/ lateral thinking. ✓✓
- Encourage job swaps within the organisation/studying how other businesses are doing things. ✓✓
- Encourage alternative ways of working/doing things. ✓✓
- Respond enthusiastically to all ideas and never let anyone feel less important. ✓✓
- Reward creativity by introducing reward schemes for teams/individuals who come up with creative ideas. ✓✓
- Provide a conducive working environment free from distractions. ✓✓
- Any other relevant recommendations related to ways in which a business can stimulate creative thinking.

**Max (8)
[20]****QUESTION 4****4.1 Distinction between professional and ethical behaviour**

Professional behaviour	Ethical behaviour
- Refers to what is right/wrong/acceptable✓ in a business. ✓	- Refers to the principles of right and wrong/acceptable in society. ✓
- Set of standards✓ of expected behaviour. ✓	- Conforms to a set of values✓ that are morally acceptable. ✓
- Applying a code of conduct✓ of a profession or business. ✓	- Forms part of a code of conduct✓ to guide employees to act ethically. ✓
- Focuses on developing a moral compass✓ for decision making. ✓	- Focuses on upholding the reputation✓ of a business/profession. ✓
- Includes guidelines✓ on employees' appearance/communication/attitude/responsibility✓, etc.	- Involves following the principles of right or wrong✓ in business activities/practices/dealings. ✓
- Any other relevant answer related to professional behaviour in a business.	- Any other relevant answer related to ethical behaviour in a business.
Sub max (4)	Sub max (4)

NOTE: 1. The answer does not have to be in tabular format, but the distinction must be clear.
2. Award a maximum of FOUR (4) marks, if the distinction is not clear.

Max (8)

4.2 Principles of ethical business conduct

(a) Transparency

- Decisions / Actions must be clear ✓ to all stakeholders. ✓
- Business should give details of shareholders' voting rights to them ✓ before / at the Annual General Meeting (AGM). ✓
- Business dealings / transactions ✓ must be open / honest. ✓
- Business policies and process ✓ must be clear and understand by all stakeholders. ✓
- The board of directors must report on both the negative and positive impact ✓ of the business on the community / environment ✓
- Any other relevant answer related to transparency as a principle of ethical business conduct. (4)

(b) Accountability

- Business should be accountable / responsible ✓ for their decisions / actions. ✓
- Business should present accurate annual reports to shareholders ✓ at the Annual General Meeting (AGM). ✓
- Top management should ensure that other levels of management are clear about their roles and responsibilities ✓ to improve accountability. ✓
- Any other relevant answer related to accountability as a principle of ethical business conduct. (2)

4.3

4.3.1 Unethical business practice	4.3.2 Strategies
Tarrick appointed Mandisa, his niece, as the new secretary although she was not the best candidate for the position. ✓	Adhere to the Employment Equity Act. ✓ ✓ TTP should have a policy on appointment procedures ✓
	Sub max (2) (1)
Alliah, the supervisor, dumps the factory's waste material in a nearby river to save on disposal costs. ✓	Any other relevant strategy related to unethical business practice identified. Adhere to the conservation acts. ✓ The business must educate employees on the importance of nature conservation ✓
	Sub max (2) (1)
	Any other relevant strategy related to unethical business practice identified. Max (4)
	(2)

(6)

NOTE: 1. Mark first TWO (2) unethical practices only.

2. The unethical practice must be quoted from the scenario.

3. The strategy must be linked to the unethical business practice.

TOTAL SECTION B: [40] [20]

SECTION C

QUESTION 5: BUSINESS ENVIRONMENTS (LEGISLATIONS)

5.1 Introduction

- The National Credit Act (NCA) was developed in response to demands for redress and equity. ✓
- It impacts significantly on small and large businesses. ✓
- A credit provider must adhere to the regulations set out in the NCA in order to comply with the Act. ✓
- Many consumers overspend when buying on credit. ✓
- The National Credit Act was put in place to safeguard the interest of consumers and credit providers. ✓
- The Act ensures that credit is used in a way that adds value to customers ✓
- Any other relevant introduction related to the National Credit Act. (2 x 1) (2)

5.2 Purpose of the National Credit Act

- Protects the consumer against unfair credit agreements, ✓ e.g. charging interest rates well above the maximum stipulated by law. ✓
- Introduces a single functional system of regulations ✓ that will apply to all credit activities. ✓
- Ensures that all credit providers and credit consumers ✓ are treated equally. ✓
- Encourages responsible ✓ borrowing. ✓
- Justifies rights and responsibilities ✓ for consumers and credit providers. ✓
- Discourages careless granting of credit by service providers ✓ to unsuspecting consumers. ✓
- Regulates the interest rate to be charged by service providers ✓ to consumers. ✓
- Makes provision for the establishment ✓ of the National Credit Regulator (NCR). ✓
- Makes provision for the establishment ✓ of a credit register (database). ✓
- Any other relevant answer related to the purpose of the National Credit Act. Max. (12)

5.3 Rights of consumer in the National Credit Act

The right to:

- Apply for credit ✓ and to be free from discrimination. ✓
- Obtain reasons ✓ for credit being refused. ✓
- Receive pre-agreement documentation ✓ before concluding any credit transaction. ✓
- Fair ✓ and responsible marketing. ✓
- Choose which goods they will buy ✓ and return such goods if they are not satisfied.
- Receive information ✓ in plain and understandable language. ✓
- Receive documents ✓ as required by the Act. ✓
- Access and challenge ✓ credit records and information. ✓
- Any other relevant answer related to consumer rights as stipulated in the NCA. Max. (10)

5.4 Impact of NCA on business

Positives/Advantages

- Encourages ✓ more prudent buying from suppliers. ✓
- The whole credit process ✓ is transparent. ✓
- Lower bad debts, ✓ as credit is granted after proper credit checking. ✓
- Better cash flow, ✓ because there is control over debtors. ✓
- Increases cash sales ✓ as more customers tend to buy for cash. ✓
- Gains ✓ goodwill and loyalty from the consumers. ✓
- Business/Credit provider has the right to assess the creditworthiness ✓ of clients/consumers. ✓
- Leads to more consumers through credit sales ✓ as they are now protected from unfair credit practices. ✓
- Any other relevant answer related to the positive impact of the National Credit Act to business.

AND/OR

Negatives/Disadvantages

- Decrease in credit sales ✓ due to customer loss/economic decline (downturn). ✓
- May not easily ✓ be granted overdraft/credit facilities. ✓
- Creditors may not pester customers ✓ to agree to a credit agreement telephonically or through visits at home. ✓
- More working capital is needed ✓ due to higher administrative costs. ✓
- Businesses profit could decline. ✓ because they can no longer depend on customers who had easy access to credit. ✓
- Misinterpretation of the Act ✓ may lead to huge losses, e.g. increased bad debts. ✓
- Failure to abide by all the provisions of the Act ✓ might result in a lawsuit, e.g. granting credit to a customer whose name is under review. ✓
- Paperwork and administrative processes ✓ are costly and time consuming. ✓
- Any other relevant answer related to the negative impact of the NCA to businesses.

Max. (14)

5.5 Compliance with NCA

- Credit providers must submit an annual compliance report to the National Credit Regulator. ✓✓
- Credit providers also need to have procedures in place to comply with the provisions of the Financial Intelligence Centre Act. ✓✓
- To practice due diligence and inform borrowers of the laws and consequences that could result from the borrowing money and over-extending their credit. ✓✓
- Credit providers must conduct a proper assessment of each consumer's ability to meet their obligations. ✓✓
- Credit providers must provide successful applicants with a pre-agreement statement. ✓✓
- The pre-agreement statement should provide the consumer with enough information to ensure they understand the obligations under the agreement. ✓✓
- Any other relevant answer related to ways businesses can comply with the NCA.

Copyright reserved

Please turn over

5.6 Conclusion

- Customers have the responsibility to take ownership of credit by honouring the payments. ✓✓
- This Act allows and enables responsible lending and eliminates reckless borrowing. ✓✓
- Any other relevant conclusion relating the National Credit Act.

(1 x 2) (2)
[40]

Max. (10)

BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	
Purpose of the National Credit Act	12	
Rights of consumer in the NCA	10	
Impact of NCA on businesses	14	
Compliance	10	
Conclusion	2	
INSIGHT		
Layout	2	
Analysis, interpretation	2	
Synthesis	2	
Originality, examples	2	
TOTAL MARKS		40

*LASO – Refer to NOTE to markers.

Copyright reserved

Please turn over

QUESTION 6**BUSINESS OPERATIONS****6.1 Introduction**

- The human resources manager (HRM) is responsible for selecting and appointing competent and skilled employees. ✓
- The HRM must conduct a job analysis for a suitable candidate. ✓
- It is important that the HRM follows correct/fair procedures in selecting and interviewing the suitable candidates ✓
- The shortlisted applicants should be interviewed in order to evaluate their suitability for the job. ✓

Any other relevant introduction related to the recruitment, selection, job description and specification and interviewing. (2 x 1) (2)

6.2 Distinguish between job description and job specification

JOB DESCRIPTION	JOB SPECIFICATION
Describe duties/responsibilities ✓ of a specific job ✓/Summary ✓ of the nature/type of the job. ✓	Specifies the minimum acceptable personal qualities/skills/qualifications ✓ needed for the job. ✓
Written description of the job ✓ and its requirements. ✓	Written description of specific qualifications/skills/experience ✓ needed for the job. ✓
Describe key performance areas/tasks for a specific job. ✓ e.g. job title/working conditions/relationship of the job with other jobs in the business. ✓ etc.	Describes key requirements for the person who will fill the position. ✓ e.g. formal qualifications/willingness to travel/work unusual hours. ✓ etc
Any other relevant answer related to job description.	Any other relevant answer related to job specification
Submax. (4)	Submax. (4)

Max. (8)

NOTE:

1. Answer does not have to be in tabular format.
2. The differences must be clear.
3. Award a maximum of FOUR (4) marks if the differences are not clear./Mark either job description or job specification only.

**6.3 Internal recruitment
Positives/Advantages**

- The business recruits from existing employees ✓ through promotions/transfer from inside the business. ✓
- Opportunities for promotion reward good work ✓ and motivate current employees. ✓
- Staff morale and productivity increases ✓ if suitable staff members are promoted regularly ✓
- Current employees understand ✓ how the business operates. ✓
- The business knows the candidate, ✓ his/her personality, strengths and weaknesses. ✓
- Reliable/Key staff members are retained ✓ if they are promoted/ transferred within the business. ✓
- Detailed, reliable information on candidates ✓ can be obtained from supervisors/employee records. ✓
- Recruitment process is faster and less expensive ✓ if the candidates are known. ✓
- Any other relevant answer related to positive impact of internal recruitment on businesses.

AND/OR**Negatives/Disadvantages**

- Current employees may not bring ✓ new ideas into the business. ✓
- Promoting a current employee may cause resentment amongst ✓ other employees. ✓
- The number of applicants is limited ✓ to current staff only. ✓
- Employees who do not really have the required skills for the new job ✓ may be promoted. ✓
- Current employees may need to be trained/developed before they can be promoted. ✓ which can be expensive. ✓
- Staff that is not promoted may feel demotivated ✓ which may hamper productivity. ✓
- Any other relevant answer related to negative impact of internal recruitment on businesses.

6.4 Selection procedure

Max. (12)

- Determine fair assessment criteria ✓ on which selection will be based. ✓
- Use the assessment criteria to assess all CVs/application forms ✓ received during recruitment ✓
- Preliminary screening ✓ is done by sorting the applications received according to the criteria for the job. ✓
- Check that applicants are not submitting false documents ✓ such as forged certificates/degrees. ✓
- Make a list of all applicants ✓ who qualify for the post. ✓
- Screen and check reference, ✓ e.g. check applicants' criminal records/ credit history/social media. ✓ etc.
- Conduct preliminary interviews ✓ to sift out applicants who qualify for the job. ✓

- Inform all applicants ✓ about the outcome of the application. ✓
- Compile a shortlist ✓ of approximately five people. ✓
- Invite the shortlisted applicants/candidates ✓ for an interview. ✓
- Shortlisted candidates may be subjected to various types of selection tests, ✓ e.g. skills test. ✓
- A written offer is made ✓ to the chosen candidate. ✓
- Any other relevant answer related to the selection procedure.

NOTE: Procedure can be in any order.

Max. (14)

6.5 Purpose of the interview and role as interviewer Purpose of the interview

- To determine a candidate's suitability for the job. ✓✓
- To get more information from the applicant. ✓✓
- Evaluate the skills and personal characteristics of the applicant. ✓✓
- Provides the applicant with the opportunity to find out more about the job and the company/ask questions about the job/salary/working conditions. ✓✓
- Any other relevant explanation of the purpose of an interview.

Submax. (6)

Role of the interviewer

- Nalini must develop a core set of questions based on the required skills, knowledge and ability required. ✓✓
- Check the application and verify the CV for anything that may need to be explained. ✓✓
- Book and prepare the venue for the interview. ✓✓
- Set the interview date and ensure that all interviews take place on the same date, if possible. ✓✓
- Inform all shortlisted candidates about the date/place of the interview. ✓✓
- Notify all panel members conducting the interview about the date/place of the interview. ✓✓
- Allocate the same amount of time to each candidate. ✓✓
- Introduce members of the interviewing panel to each candidate/interviewee. ✓✓
- He should make the interviewee feel at ease. ✓✓
- Explain the purpose of the interview to the panel and the interviewee. ✓✓
- Do not misinform/mislead the interviewee. ✓✓
- Avoid discriminatory/controversial types of questions, e.g. asking a female candidate about family planning/having children. ✓✓
- Provide an opportunity for the interviewee to ask questions. ✓✓
- Nalini must close the interview by thanking the interviewee for attending the interview. ✓✓
- Any other relevant answer related to the role of the interviewer.

Submax. (6)
Max. (12)

6.6 Conclusion

- The goals and objectives of the businesses cannot be achieved without qualified and skilled employees. ✓✓
- Employees are the most important resource in any business and its success is strongly influenced by recruiting and appointing quality employees. ✓✓
- A well prepared and organised interview process will result in identifying and appointing the most suitable and deserving candidate. ✓✓
- Any other relevant conclusion related to the recruitment, selection, job description and specification and interviewing.

(1 x 2) (2)
[40]

BREAKDOWN OF MARK ALLOCATION

Details	Maximum	Total
Introduction	2	
Job description and job specification	8	
Internal recruitment	12	
Selection procedure	14	
Purpose of interview and role of the interviewer	12	Max 32
Conclusion	2	
INSIGHT		
Layout	2	
Analysis, interpretation	2	8
Synthesis	2	
Originality, examples	2	
TOTAL MARKS		40

*LASO – Refer to NOTE to markers.

TOTAL SECTION C: [40]

GRAND TOTAL: [100]

