

SECONDARY SCHOOL IMPROVEMENT PROGRAMME (SSIP) 2019



GAUTENG PROVINCE
EDUCATION
REPUBLIC OF SOUTH AFRICA

GRADE 12

SUBJECT: BUSINESS STUDIES

TERM: ONE

SESSION 1 & 2

LEGISLATION & HUMAN RESOURCES FUNCTION

SECTION: B

SOLUTIONS

(Page 1 of 18)

TABLE OF CONTENTS

SESSIONS	TOPICS	PAGES
1	Impact of recent legislation on businesses	3-12
2	Human Resources function	13-18

SESSION NO: 1
TOPIC: LEGISLATION

QUESTION 1

1.1.1 Skills Development Act✓✓

(2)

Motivation

Yaw has requested for the services of SETAs to appoint an accredited service provider to train his employees.✓

(1)

1.1.2 **Role of SETAs**

- Report to the Director General. ✓✓
- Promote and establishes learnerships. ✓✓
- Collect levies and pays out grants as required. ✓✓
- Provide accreditation for skills development facilitators. ✓✓
- Register learnership agreements/learning programmes. ✓✓
- Approve workplace skills plans and annual training reports. ✓✓
- Monitor/Evaluate the actual training by service providers. ✓✓
- Allocate grants to employers, education and training providers. ✓✓
- Oversee training in different sectors of the South African economy. ✓✓
- Develop skills plans in line with the National Skills Development Strategy
- Draw up skills development plans for their specific economic sectors. ✓✓
- Provide training material/programmes for skills development facilitators. ✓✓
- Pay out grants to companies that are complying with the requirements of the Skills Development Act. ✓✓
- Promote learnerships and learning programmes by identifying suitable workplaces for practical work experience. ✓✓
- Any other relevant answer related to the role of SETAs in supporting the implementation of the Skills Development Act.

Max (8)

1.1.3 Impact of the Skills Development

Positives/Advantages

- Trains employees✓ to improve productivity in the workplace. ✓
- Promotes self-employment✓ and black entrepreneurship.✓
- Increases the return on investment✓ in education and training. ✓
- Business could become globally✓ more competitive. ✓
- Increases the number of skilled employees✓ in areas where these skills are scarce. ✓
- Encourages on-going skills development✓ and learning to sustain the improvement of skills development. ✓
- Improves employment opportunities✓ and labour movement of workers from previously disadvantaged groups. ✓
- Workplace discrimination✓ can be addressed through training. ✓
- Workplace is used as an active learning environment✓ where employees can gain practical job experience. ✓

- BBBEE-compliant businesses can improve their products/service delivery✓ as they employ more skilled workers.✓
- Any other relevant answer to the positive impact of the Skills Development Act on businesses.

AND/OR

Negative/Disadvantages

- Increases cost✓ as the process requires a large amount of paper work.✓
- Implementation of the SDA can be difficult to monitor✓ and control. ✓
- Skills programmes may not always address✓ training needs of employees. ✓
- Skills Development Levy could be an extra burden✓ to financially struggling businesses. ✓
- It may be monitored and controlled by government departments that do not✓ have education and training as their key priorities. ✓
- The SETAs may not be well organised ✓and many courses offered by companies may not have unit standards that relate to the course content.✓
- Many service providers that offer training services that are not✓ SAQA accredited. ✓
- Many businesses may not support✓ this government initiative. ✓
- Employees are expected to attend learnerships during work hours✓ which could affect the production process/productivity. ✓
- Costly for businesses to employ a person✓ to implement/manage/control learnerships.✓
- The time and money spent on improving employee skills is wasted ✓ if they leave the business.✓
- Any other relevant answer to the negative impact of the Skills Development Act on businesses.

Max (8)

1.1.4 Ways to comply with the Skills Development Act

- Employers who collect PAYE should register with SETAs.✓✓
- One per cent of an employer's payroll has to be paid over to the SETA.✓✓
- Businesses should register with SARS in the area in which their business is classified (in terms of the SETA).✓✓
- Employers should submit a workplace skills plan and provide evidence that it was implemented.✓✓
- Businesses with more than 50 employees must appoint a skills development facilitator.✓✓
- Assess the skills of employees to determine areas in which skills development are needed.✓✓
- Encourage employees to participate in learnerships and other training programmes.✓✓
- Provide all employees with the opportunity to improve their skills.✓✓
- Businesses should register with the relevant SETAs.✓✓
- Any other relevant answer to ways to comply with the Skills Development Act.

Max (8)

QUESTION 2

2.1 Legislation

- 2.1.1 Compensation for Occupational Injuries and Diseases Act/COIDA. ✓✓
- 2.1.2 National Credit Act✓✓
- 2.1.3 Employment Equity Act ✓✓
- 2.1.4 Labour Relations Act✓✓
- 2.1.5 Basic Conditions of Employment Act✓✓

(10)

2.2 Impact of the National Credit Act on businesses

Positives/Advantages

- The whole credit process is transparent e.g. both businesses and customers know their responsibilities
- Authorised credit providers may attract more customers.
- Lower bad debts resulting in better cash flow.
- Increases cash sales as credit can only be granted to qualifying customers
- Protects businesses against non-paying consumers.
- Stamps out reckless lending and prevents businesses from bankruptcy.
- Businesses do thorough credit checks and receive up-to-date documentation from the consumer as proof that they can afford the repayment.
- Leads to more customers through credit sales as they are now protected from abuse.
- Credit bureau information is made available to businesses so that they can check the credit worthiness of consumers before granting credit
- Any other relevant answer related to the positive impact of the NCA on businesses.

AND/OR

Negative/Disadvantages

- Businesses can no longer carry out✓ credit marketing. ✓
- Leads to loss of sales✓ as many consumers may no longer qualify to buy on credit. ✓
- The paperwork and administrative process required by the act✓ are costly and time consuming. ✓
- The business needs to appoint additional staff ✓to deal with the extra administration. ✓
- Should the credit agreement be declared reckless✓ the business can forfeit the outstanding debt and the goods. ✓
- Businesses that are official credit providers✓, must submit a compliance report every year. ✓
- A business must make sure that all attempts have been made✓ to recover the debt before blacklisting the customer. ✓
- Debt collection procedures are more complex and expensive.

- Credit providers cannot collect from consumers✓ who are under debt reviews.✓
- Increases the administration burden✓ on credit providers. ✓
- More working capital is needed✓ as businesses cannot sell many goods on credit due to stricter credit application processes. ✓
- Fewer customers buy on credit✓ as it is more difficult to obtain credit. ✓
- Businesses struggle to get credit✓ such as bank loans/overdrafts. ✓
- Businesses that do not comply with the NCA✓ may face legal action. ✓
- Any other relevant answer related to the negative impact of the NCA on businesses.

Max (8)

2.3 Rights of employers and employees according to the Labour Relations Act

2.3.1 Rights of employers

- Employers have the right to lockout employees who engage in unprotected/illegal strike/labour action. ✓✓
- Form employer organisations. ✓✓
- Form a bargaining council for collective bargaining purposes. ✓✓
- Dismiss employees who are engaged in an unprotected strike/misconduct such as intimidation/violence during a strike action. ✓✓
- Right not to pay an employee who has taken part in a protected strike for services/work they did not do during the strike. ✓✓
- Any other relevant answer related to the rights of employers in terms of the LRA.

Sub max (4)

2.3.2 Rights of employees

- Employees may join a trade union of their choice. ✓✓
- Request trade union representatives to assist/represent employees in the grievance/disciplinary hearing. ✓✓
- Trade union representatives may take reasonable time off work with pay, to attend to trade union duties. ✓✓
- Embark on legal strikes as a remedy for grievances. ✓✓
- Refer unresolved workplace disputes to the CCMA. ✓✓
- Refer unresolved CCMA disputes to the Labour Court on appeal. ✓✓
- Any other relevant answer related to the rights of employees in terms of the LRA.

Sub max (4)

Max (8)

2.4 Provisions of the BCEA: Maternity leave

- A pregnant employee✓ is entitled to four consecutive months' leave.✓
- A pregnant employee may not be allowed to perform work✓ that is hazardous to her unborn child.✓
- The starting date is usually any time from four weeks before✓ the expected date of birth or on advice of a doctor/midwife.✓
- Any other relevant answer related to maternity leave as a provision of the BCEA.

Max (2)

Meal breaks and rest periods

- Workers must have a meal break of 60 minutes✓ after five continuous hours of work.✓
- This can be reduced to 30 minutes by written agreement✓, when working less than 6 hours per day.✓
- A worker must have a daily rest period✓ of 12 continuous hours✓/a weekly rest period of 36 continuous hours✓ which must include Sundays.✓
- Any other relevant answer related to meal breaks and rest periods as a provision of the BCEA.

Max (2)

Termination of employment

- A contract of employment may only be terminated following one week's notice✓, if the worker has been employed for six months or less.✓
- A minimum of four weeks' notice must be given✓, if the worker has been employed for a year or longer.✓
- The employee must be given notice✓ in writing.✓
- An employee who is retrenched/dismissed for restruotional reasons✓ is entitled to one week's severance pay for every year of service.✓
- Any other relevant answer related to termination of employment as a provision of the BCEA.

Max (2)

Hours of work

- Workers may not work for more than✓ 45 hours in any week.✓
- Workers may work nine hours a day✓ if they work five days or less per week✓/eight hours a day✓ if they work more than five days a week.✓
- Night work performed after 18:00 and before 6:00 the next day by agreement✓, must be compensated by allowance/reduction of work hours.✓
- Ordinary work hours may be extended by agreement✓ by a maximum of 15 minutes per day/maximum of sixty minutes per week to complete duties when serving the public.✓
- Ordinary work hours may be reduced✓ to a maximum of 40 hours per week/8 hours per day.✓
- Any other relevant answer related to hours of work as a provision of the BCEA

Max (2)

Child labour

- It is illegal to employ a child✓ younger than 15 years of age.✓
- It is also illegal✓ to force someone to work.✓
- Businesses may employ children over the age of 15 years✓, if employment is not harmful to their health/well-being/education/moral and social development✓/ minors under 18 years of age✓ may not do dangerous work/work meant for an adult.✓
- Any other relevant answer related to child and forced labour as a provision of the BCEA.

Max (2)

2.5 Ways businesses can comply with the following BBBEE pillars

Management control

- Business must ensure that transformation✓ is implemented at all levels.✓
- Appoint black people✓ in senior executive positions/to management.✓
- Involve black people✓ in the decision making processes.✓
- Ensure that black females✓ are represented in management.✓
- Any other relevant answer related to ways businesses can comply with management as a BBBEE pillar.

Max (4)

Ownership

- Business should include black people✓ in shareholding/partnerships/franchises.✓
- Exempted Micro Enterprises (EMEs) with an ownership of 50% or more of black people✓ are promoted to level 3 of the BEE scorecard.✓
- More opportunities are created for black people✓ to become owners/ entrepreneurs.✓
- Encourage small black investors✓ to invest in big companies and share ownership.✓
- Large businesses should form joint ventures with small black owned businesses✓ and share business risks.✓
- Any other relevant answer related to ways businesses can comply with ownership as a BBBEE pillar.

Max (4)

Enterprise and Supplier Development

- Business must create jobs✓ as ESD promotes local manufacturing.✓
- Businesses are encouraged to invest/support✓ black owned SMMEs.✓
- Contribution can be monetary✓, e.g. loans/investments/donations.✓
- Contribution can be non-monetary✓, e.g. consulting services/advice/ entrepreneurial programmes✓, etc.
- SMMEs will be encouraged to use their own business initiatives✓ to make them sustainable
- Businesses should invest in/support✓ black owned SMMEs.✓
- Outsource services✓ to suppliers that are BBBEE compliant.✓
- Identify black owned suppliers✓ that are able to supply goods and services.✓
- Develop the business skills of small/black owned suppliers✓, e.g. sales techniques, legal advice✓, etc.
- Support the cash flow of small suppliers✓ by offering them preferential terms of payment.✓
- Develop and implement✓ a supplier development plan/supply chain.✓
- Small/Large businesses may not be able✓ to afford enterprise development investment/support.✓
- Any other relevant answer related to ways businesses can comply with Enterprise and Supplier development as a BBBEE pillar.

Max (4)

QUESTION 3

3.1 Introduction

- The CPA was passed to redress the economic inequalities of the past.✓
- It applies to the supply of goods and services in South Africa.✓
- It promotes and advances the social and economic welfare of consumers in South Africa.
- Any other relevant introduction related to the Consumer Protection Act.

Max (2)

3.2 Purpose of CPA

- Promotes/protects the economic interests of consumers by providing access to information. ✓✓
- Provides consumer education on social/ economic effects of consumer choice. ✓✓
- Establishes national standards to protect consumers. ✓✓
- Provides guidelines for better consumer information. ✓✓
- Promote responsible consumer behaviour. ✓✓
- Establish a National Consumer Commission (NCC) for consumer complaints. ✓✓
- Any other relevant answer related to the purpose of CPA.

(Max 10)

3.3 Consumer rights as stipulated in the CPA

3.3.1 Right to choose✓✓

Consumers have the right to:

- choose suppliers✓ and goods.✓
- shop around✓ for the best prices.✓
- return goods that are unsafe/defective✓ for a full refund.✓
- reject goods that are not the same ✓as the sample marketed.✓
- cancel/renew✓ fixed term agreements.✓
- request written quotations✓ and cost estimates.✓✓
- Any other relevant answer related to the consumers' right to choose.

Sub max (4)

3.3.2 Right to privacy and confidentiality✓✓

- Consumers have the right to stop/restrict✓ unwanted direct marketing.✓
- They can object to unwanted✓ promotional e-mails and telesales.✓✓
- They have the right to stop/lodge complaints ✓ about the sharing of their personal details.✓
- Any other relevant answer related to the consumers' right to privacy and confidentiality.

Sub max (4)

3.3.3 Right to fair and honest dealings✓✓

- Suppliers may not use✓ physical force or harass customers.✓
- Suppliers may not give✓ misleading or false information.✓
- Businesses may not promote pyramid schemes✓ and chain-letter schemes.✓

- Businesses may not overbook/oversell goods/services✓ and then not honour the agreement.✓
 - Any other relevant answer related to the consumers' right to fair and honest dealings.
- Sub max (4)

3.3.4 Right to information about products and agreements/Right to disclosure and information✓

- Contracts and agreements should be in plain language✓ and easy to understand.✓
- Businesses should display prices✓ which are fully inclusive disclosing all costs.✓
- Consumers may request the unit✓ and bulk price of the same product.✓
- If two prices for the same product are displayed✓, consumers should pay the lower price.✓
- Businesses should label products ✓ and trade descriptions correctly.✓
- Any other relevant answer related to the consumers' right to information.

Sub max (4)

3.3.5 Right to fair/responsible marketing/promotion ✓✓

- Businesses should not mislead consumers✓ on pricing, benefits/uses of goods.✓
- Consumers may cancel purchases made through direct marketing within five working days/cooling off-period.✓
- All information related to the country of origin/expiry dates/ingredients✓ of the products should be disclosed.✓
- Any other relevant answer related to the consumers' right to fair marketing/promotion.

Sub max (4)

3.3.6 Right to fair value/good quality and safety✓✓

- Consumers have the right to demand✓ quality service or goods.✓
- They have the right to return faulty items✓ if the fault occurs within six months after purchasing the item.✓
- Consumers may receive✓ an implied warranty or a written warranty.✓
- Any other relevant answer related to the consumers' right to fair value, good quality and safety.

Sub max (4)

3.3.7 Right to accountability from suppliers✓✓

- Consumers have the right to be protected✓ in lay-bye agreements.
- Businesses should honour credit vouchers✓ and prepaid services.✓✓
- Any other relevant answer related to the consumers' right to accountability from suppliers.

Sub max (4)

3.3.8 Right to fair, just and reasonable terms and conditions✓✓

- Businesses should provide consumers with written notices of clauses✓ that may limit consumer rights.✓
- Businesses may not market or sell goods✓ at unfair prices.✓
- Any other relevant answer related to the consumers' right to fair, just and reasonable terms and conditions.

Sub max (4)

3.3.9 Right to equality in the consumer market place✓✓

- Businesses should not limit access✓ to goods and services.✓
 - Businesses may not vary the quality of their goods✓ to different consumers.✓
 - Businesses may not charge different prices✓ for the same goods/services.✓
 - Businesses should not discriminate ✓when marketing their products. and services in different areas/places.✓
 - Any other relevant answer related to the consumers' right to equality in the consumer market place.
- Sub max (4)

NOTE: Mark the first FOUR (4) only.

Max (16)

3.4 Impact of Consumer Protection Act (CPA) on businesses

Positives/Advantages

- There is now only one law for protecting consumers✓ and this makes it easier to enforce and apply the law.✓
- Protects the consumers from unfair/exploitative/aggressive business✓ and marketing activities.✓
- Promotes consumer rights✓ and ensures that businesses do not violate these rights.✓
- Allows all consumers fair access to the market✓ for goods and services.✓
- Educates consumers about how to participate responsibly in the goods and services market.✓
- Ensures that consumers do not buy goods of poor quality✓ which do not meet quality standards.✓
- Provide consumers with information✓ and thereby promote consumer education.✓
- Consumers are forced to make responsible ✓ and informed decisions.✓✓
- Consumers have a cooling-off period of five working days✓ after purchasing a product.✓
- Protect consumers from hazardous products/poor workmanship✓ in terms of service rendered.✓
- Any other relevant answer related to the positive impact of CPA on businesses.

AND/OR

Negatives/Disadvantages

- Faulty items may be replaced/repaired/money refunded✓ if the fault occurs within six months after purchase.✓
- Businesses must disclose more information about their products✓ and processes/services.✓
- Consumers can take advantage of businesses✓ and return goods when it is not necessary to do so.✓
- Processes and procedures required of businesses can be expensive✓ and time consuming.✓
- Some businesses feel unnecessarily burdened✓ by the required processes.✓
- Penalties for non-compliance ✓may be very high.✓
- Businesses need to train staff and consult legal experts✓, which can be expensive for smaller businesses.✓

- Consumers have a right to receive contracts in simple✓ and understandable Language. ✓
- Legal contracts must be worded in plain language✓ and pitched at the level of the consumer who is being targeted.✓
- Prohibits discriminatory marketing ✓and deals extensively with general marketing standards.✓
- Provisions in the Act increase the risks for insurance companies in protecting businesses ✓ against unforeseen claims and lawsuits.✓
- Defective goods have to be replaced within six months✓ at the request of the customer.✓
- Any other relevant answer related to the negative impact of CPA on businesses.

Max (10)

3.5 **Ways in which businesses should comply with CPA**

- Disclose prices of all products on sale. ✓✓
- Ensure that goods/services offered are standardised/of the same quality. ✓✓
- Comply with the requirements regarding promotional competitions. ✓✓
- Display the name of the business on all business documents, e.g. invoices/contracts.
- All agreements must provide for a five-day cooling off period. ✓✓
- Comply with requirements regarding the display of information on labels/ packaging✓✓
- Provide adequate training to staff on the CPA.✓✓
- Implement measures that will facilitate complaints, e.g. suggestion boxes.✓✓
- Any other relevant answer related to ways businesses should comply with the CPA.

Max (10)

3.6 **Conclusion**

- The CPA forces both businesses and consumers to act responsibly when doing business.✓✓
- Non-compliance by businesses may result in penalties/legal action.✓✓
- Any other relevant conclusion related to the CPA.

Max (2)

SESSSION 2

TOPIC: HUMAN RESOURCES FUNCTION

QUESTION 1

- 1.1.1 A✓✓
 - 1.1.2 C✓✓
 - 1.1.3 B✓✓
 - 1.1.4 B✓✓
 - 1.1.5 D✓✓
- (10)

QUESTION 2

- 2.1 **Recruitment**
- 2.1.1 External recruitment ✓✓ (2)

Motivation

The vacancy was advertised in the local newspaper.✓ (1)

Note: Do not allocate marks for responses that are not quoted from the scenario.

2.1.2 Impact of external recruitment

Positives

- New candidates' bring✓ new talents/ideas/experiences/skills into the business.✓
- It may help the business to meet affirmative action✓ and BBBEE targets.✓
- There is a larger pool of candidates✓ to choose from.✓
- There is a better chance of getting a suitable candidate with the required skills/qualifications/competencies✓ who do not need much training/development which reduce costs.✓
- Minimises unhappiness/conflict amongst current employees✓ who may have applied for the post.✓
- Any other relevant answer related to positive impact of external recruitment.

AND/OR

Negatives

- External sources can be expensive✓, e.g. recruitment agencies' fees/advertisements in newspapers/magazines.✓
- The selection process may not be effective✓ and an incompetent candidate may be chosen.✓
- Information on CV's/referees✓ may not be reliable.✓
- Recruitment process takes longer/is more expensive✓ as background checks must be conducted.✓
- New candidates generally take longer to adjust✓ to a new work environment.✓
- In-service training may be needed✓ which decreases productivity during the time of training.✓
- Many unsuitable applications✓ can slow down the selection process.✓
- Any other relevant answer related to negative impact of external recruitment.

Max (8)

2.1.3 Selection procedure from the scenario

- The management of TCS determined fair assessment criteria to select suitable candidates. ✓
- They checked that applicants are not submitting false documents.
- Invited shortlisted candidates for an interview. ✓

Note: 1. Do not allocate marks for responses that are not quoted from the scenario. (3x1) (3)

2.1.4 Selection procedure that was used by TCS

- Make a preliminary list of all applicants who qualify for the post. ✓✓
- Screen and check references, e.g. check applicants' criminal records/credit history/social media ✓✓, etc.
- Conduct preliminary interviews to identify suitable applicants. ✓✓
- Inform all applicants about the outcome of the application. ✓✓
- Compile a shortlist of approximately five people. ✓✓
- 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/steps as an activity of the human resources function.

NOTE: Do not allocate marks for responses quoted that from the scenario in QUESTION 2.1.4.

Max (8)

2.2 Purpose of induction

- Introduce new employees to management/colleagues ✓ to establish relationships with fellow colleagues at different levels. ✓
- Make new employees feel welcome ✓ by introducing them to their physical work space. ✓
- Give new employees a tour/information ✓ about the layout of the building/office. ✓
- Familiarise new employees with ✓ the organisational structure/their supervisors. ✓
- Allow new employees the opportunity to ask questions that will put them at ease/reduce insecurity/anxiety/fear. ✓
- Improve skills ✓ through in-service training. ✓
- Create opportunities for new employees ✓ to experience/explore different departments. ✓
- Explain safety regulations and rules ✓, so that new employees will understand their role/responsibilities in this regard. ✓
- Communicate information about the products/services offered by the business
- Ensure that employees understand their roles/responsibilities ✓ so that they will be more efficient/productive. ✓
- Communicate business policies ✓ regarding ethical/professional. ✓
- Communicate business policies ✓ regarding ethical/professional conduct/procedures/employment contract/conditions of employment. ✓
- Any other relevant answer related to the purpose of induction.

Max (8)

2.3 Examples of job description and specification quoted from the scenario

Job description	• Municipal financial manager✓ • Prepare budgets✓ • Manage income and expenditure✓ Sub max (2)
Job specification	• BCom degree✓ • At least six years financial management at middle level✓ Sub max (2)

NOTE: Mark the first TWO (2) examples of job description and job specification only.
Max (4)

2.4 Impact of fringe benefits on businesses

Positives/Advantages

- Attractive fringe benefit packages✓ may result in higher employee retention/reduces employee turnover.✓
- Attracts qualified/skilled/experienced employees✓ who may positively contribute towards the business goals/objectives.✓
- It increases employee satisfaction/loyalty✓ as they may be willing to go the extra mile.✓
- Improves productivity✓ resulting in higher profitability.✓
- Businesses save money✓ as benefits are tax deductible.✓
- Fringe benefits can be used as leverage✓ for salary negotiations.✓
- Any other relevant answer related to the positive impact/advantages of fringe benefits on businesses.

AND/OR

Negatives/Disadvantages

- Fringe benefits are additional costs✓ that may result in cash flow problems.✓
- Administrative costs increase✓ as benefits need to be correctly recorded for tax purposes.✓
- Decreases business profits✓, as incentive/package/remuneration costs are higher.✓
- It can create conflict/lead to corruption✓ if allocated unfairly.✓
- Workers only stay with the business for fringe benefits✓, and may not be committed/loyal to the tasks/business.✓
- Businesses who offer employees different benefit plans may create resentment✓ to those who receive less benefit resulting in lower productivity.✓
- Businesses who cannot offer fringe benefits✓ fail to attract skilled workers.✓
- Businesses have to pay advisors/attorneys✓ to help them create benefit plans that comply with legislation.✓
- Errors in benefit plans✓ may lead to costly lawsuits/regulatory fines.✓
- Any other relevant answer related to the negative impact/disadvantages of fringe benefits on businesses.

Max (8)

2.5 Legal requirements of an employment contract

- Employment contract is an agreement between the employer and the employee and is legally binding. ✓✓
- Employer and employee must agree to any changes to the contract. ✓✓
- Aspects of the employment contract can be renegotiated during the course of employment. ✓✓
- No party may unilaterally change aspects of the employment contract. ✓✓
- The employer and employee must both sign the contract. ✓✓
- The employment contract should include a code of conduct and code of ethics. ✓✓
- The employer must explain the terms and conditions of the employment contract to the employee. ✓✓
- It may not contain any requirements that are in conflict with the BCEA. ✓✓
- Conditions of employment/duties/responsibilities of the employees must be stipulated clearly. ✓✓
- The remuneration package/including benefits must be clearly indicated. ✓
- All business policies, procedures and disciplinary codes/rules can form part of the employment contract. ✓✓
- The employer must allow the employee to thoroughly read through the contract before it is signed. ✓✓
- Any other relevant answer to legal requirements of an employment contract.

Max (8)

QUESTION 3

3.1 Introduction

- Recruitment enables businesses to employ people whose skills and qualifications are in line with the requirement of the job. ✓
- The most suitable employees would be the one with the right qualifications/ skills/abilities/experience. ✓
- During interviews the interviewer and interviewee may exchange more information to/from each other. ✓
- Any other relevant introduction related to the human resources function.

(2 x 1) (2)

3.2 Meaning of recruitment

- Recruitment is the process used by business to identify vacancies in the business ✓ and attract suitable candidates for it. ✓
- It aims at finding candidates ✓ who have the necessary knowledge/ experience/ qualification to fill the vacancy. ✓
- Businesses may choose to use an internal or external method of recruitment ✓ depending on the nature/requirements of the vacancy. ✓
- It is an on-going process as employees leave their jobs ✓ for other jobs/get promoted/retire/as new technological skills are required. ✓
- Any other relevant answer related to the meaning of recruitment.

Max (4)

3.3 Impact of internal recruitment on businesses

Positives/Advantages

- Cheaper/Quicker✓ to fill the post.✓
- Placement is easy✓, as management knows the employees' skills/personality/experience/strengths.✓
- Provides opportunities for career paths✓ within the business.✓
- The employee already has an understanding✓ of how the business operates✓./ Induction/Training✓ is not always necessary.✓
- Reduces the chances of losing employees✓, as future career prospects are available.✓
- Detailed, reliable information can be obtained✓ from the supervisors/ Employee records.✓
- Any other relevant answer related to positive impact of internal recruitment.

AND/OR

Negatives/Disadvantages

- The promotion of an employee could cause resentment✓ among other employees.✓
- The number of applicants from which to choose is limited✓ to existing staff only.✓
- It is possible to promote certain employees who do not really have✓ the required skills for the new job.✓
- It may close the door to new ideas✓ from outsiders.✓
- The business has to spend more money✓ on training/developing existing employees on the new position.✓
- Employees who are not promoted✓ may feel demotivated.✓
- Any other relevant answer related to negative impact of internal recruitment.

Max (12)

3.4 Role of the interviewer and interviewee during the interview

3.4.1 Role of the Interviewer

- Allocate the same amount of time✓ to each candidate.✓
- Introduce members of the interviewing panel✓ to each candidate/interviewee.✓
- Make the interviewee✓ feel at ease.✓
- Explain the purpose of the interview✓ to the panel and the interviewee.✓
- Record interviewees' responses✓ for future reference.✓
- 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.✓
- Close the interview by thanking the interviewee✓ for attending the interview.✓
- Any other relevant answer related to the role of the interviewer during the interview.

Sub max (10)

3.4.2 Role of the Interviewee

- Greet the interviewer by name✓ with a solid handshake and a friendly smile.✓
- Listen carefully to the questions✓ before responding.✓
- Make eye contact✓ and have good posture/body language.✓

- Show confidence✓ and have a positive attitude/be assertive.✓
- Be inquisitive✓ and show interest in the business.✓
- Ask clarity seeking✓ questions.✓
- Show respect✓ and treat the interview with its due importance.✓
- Be honest about mistakes✓ and explain how you dealt with it.✓
- Know your strengths and weaknesses✓ and be prepared to discuss it.✓
- Any other relevant answer related to the role of the interviewee during the interview.

Sub max (10)

Max (20)

3.5 Ways in which HR function can comply with EEA

- Promote/Provide equal opportunities in the workplace.✓✓
- Compile employment equity plans that indicate how they will implement affirmative action.✓✓
- Ensure that affirmative action promotes diversity in the workplace.✓✓
- Assign a manager to ensure that the employment equity plan will be implemented/regularly monitored.✓✓
- Display a summary of the Act where employees can clearly see it/have access to it.✓✓
- Report to the Department of Labour on the progress in the implementation of the equity plan.✓✓
- Conduct medical/psychological tests fairly to employees/when deemed necessary.✓✓
- Equal pay for work of equal value.✓✓
- Ensure that the workplace represents the demographics of the country at all levels.✓✓
- Define the appointment process clearly to ensure all parties are well informed.✓✓
- Restructure/Analyse current employment policies/practices/procedures to accommodate designated groups.✓✓ Retrain/Develop/Train designated groups through skills development programmes.✓✓
- Any other relevant answer related to practical ways in which the HR function could comply with the EEA.

Max (10)

3.6 Conclusion

- Employees are the most important resource in any business and its success is strongly influenced by a good recruitment process and interview.✓✓
- External recruitment enables businesses to market themselves.✓✓
- The EEA not only promotes and regulates affirmative action, but also gives guidance in conducting a fair appointment process.✓✓
- Any other relevant conclusion related to the human resources function.

Max (2)
[40]