

SECTION A

QUESTION 1

Indicate the **most correct** answer by writing the corresponding letter for each question in the space provided at the bottom of the page.

- 1.1 An unethical act of selling alcohol illegally is known as ...
- A bootlegging.
 - B industrial espionage.
 - C counterfeiting.
 - D whistle blowing. (2)
- 1.2 The ... stipulates certain behaviour required by Checkers in the marketing of their goods.
- A Advertising Standards Authority
 - B Consumer Protection Act
 - C New Companies Act
 - D National Credit Act (2)
- 1.3 The right of consumers to decline any form of direct marketing from Checkers is the right to ...
- A privacy.
 - B disclosure of information.
 - C fair and responsible marketing.
 - D fair and honest dealings. (2)
- 1.4 The process of using a visual presentation to plot competitors and their products to understand competitor behaviour.
- A Gantt Chart
 - B Timeline
 - C Market Mapping
 - D Market Graphing (2)
- 1.5 Checkers' unique character is a combination of its name, logo and design. This is defined as its ...
- A organisational culture.
 - B mission statement.
 - C brand.
 - D trademark. (2)

1.1	1.2	1.3	1.4	1.5

1.6 An orientation process where new staff are made familiar with the general rules applicable to working at Checkers.

- A Training programme
 - B Code of conduct
 - C Staff retention
 - D Induction
- (2)

1.7 When team members disagree because there is a lack of clarity between the roles they are expected to play, it is known as ...

- A role overload.
 - B role conflict.
 - C role ambiguity.
 - D role burden.
- (2)

1.8 The CEO of Checkers has been employed to ensure that the company continues to grow and meet its new targets. He can therefore be classified as a/an ...

- A intrapreneur.
 - B business guru.
 - C entrepreneur.
 - D opportunist.
- (2)

1.9 Which of the following is **not** a component of a SWOT analysis?

- A Strengths
 - B Weaknesses
 - C Objectives
 - D Opportunities
- (2)

1.10 Checkers, a well-known brand, wants to launch in a totally new direction, namely clothing design. This is known as ...

- A brand stretching.
 - B branding.
 - C brand extension.
 - D franchise marketing.
- (2)

1.11 The purpose of manpower planning is to determine ...

- A how many employees are needed.
 - B when these employees are needed.
 - C what skills they require.
 - D all of the above.
- (2)

1.6	1.7	1.8	1.9	1.10	1.11

1.12 A method of training that allows a person the opportunity to work within a business whilst studying is known as a/an ...

- A apprenticeship.
- B job rotation.
- C learnership.
- D mentorship. (2)

1.13 The current ratio can be numerically expressed in the form of the following equation:

- A $\text{current ratio} = \text{current assets} - \text{current liabilities}$
- B $\text{current ratio} = \text{current assets} + \text{current liabilities}$
- C $\text{current ratio} = \text{current assets} / \text{current liabilities}$
- D $\text{current ratio} = \text{current assets} \times \text{current liabilities}$ (3)

1.14 Use the data below to calculate the acid test ratio of Pick n Pay:

Current Assets = 50 000 ; Current Liabilities = 20 000 ; Inventory = 13 000 ;
Prepaid Expenses = 1 000.

- A 1 : 1
- B 1.85 : 1
- C 1 : 1.85
- D 1.55 : 1 (3)

1.15 The relationship between the total assets and total liabilities of a company is referred to as a measure of ...

- A solvency.
- B profitability.
- C liquidity.
- D gearing. (2)

1.16 What does the abbreviation 'CCMA' stand for?

- A Commission for Conciliation, Mediation, and Arbitration
- B Central Council for Management and Administration
- C Corporate Compliance and Monitoring Agency
- D Council for Consumer Market Analysis (2)

1.17 The return an investor can expect in a money market account.

- A dividends
- B premium
- C interest
- D profit (2)

1.12	1.13	1.14	1.15	1.16	1.17

1.18 An/A ... approach in conflict management is followed when a person yields to the other's point of view and neglect their own beliefs.

- A avoidance
 - B collaboration
 - C compromising
 - D accommodating
- (2)

1.19 When Spar advertises second-hand products as new products it is considered to be ...

- A unethical marketing.
 - B whistle blowing.
 - C branding.
 - D franchising.
- (2)

1.20 Which of the following is an external variable that can affect the functioning of a business?

- A Employee morale
 - B Marketing strategy
 - C Organisational structure
 - D Economic climate
- (2)

1.21 What is the main goal of revising business objectives?

- A To reduce employee turnover
 - B To improve customer satisfaction
 - C To increase revenue
 - D To redesign and optimise business processes
- (2)

1.22 What is the focus of Total Quality Management (TQM)?

- A Reducing costs
 - B Increasing revenue
 - C Improving overall customer satisfaction
 - D Improving employee morale
- (2)

1.23 Synergy in a team can best be described as ...

- A the process of creating value without interaction.
 - B a situation where team members compete until there is a clear winner.
 - C the impact of the management style on the team members.
 - D the combined efforts of the members is greater than their individual efforts.
- (2)

1.18	1.19	1.20	1.21	1.22	1.23

1.24 Which one of the following tools is used to identify areas of improvement by comparing a business to its competitors?

- A Sampling and Inspection
 - B Business Re-engineering
 - C Resource Allocation
 - D Benchmarking
- (2)

1.25 In which of the following environments would a business analyse the competition, customers and suppliers?

- A Macro environment
 - B Market environment
 - C Micro environment
 - D All of the above
- (2)

1.26 A rapidly growing general retailer wants to attract top talent with a focus on innovation and problem-solving abilities. Which recruitment and selection method would be most effective in assessing candidates' creativity, critical thinking, and innovative mindset?

- A Behavioural interviews
 - B Assessment centres
 - C Portfolio review and project-based assessments
 - D Psychometric tests
- (3)

1.27 A multinational manufacturing company is implementing a Balanced Scorecard framework to improve its operational performance. To enhance its manufacturing efficiency, which aspect of the Balanced Scorecard should the company prioritise to drive operational excellence?

- A Financial Perspective
 - B Customer Perspective
 - C Internal Processes Perspective
 - D Learning and Growth Perspective
- (3)

1.24	1.25	1.26	1.27

1.28 A general retailer wants to launch a new product in a highly competitive market. They have conducted extensive market research and identified their target audience. Which positioning strategy should they adopt to differentiate their product from competitors?

- A Product differentiation based on unique features
- B Price positioning as a low-cost option
- C Niche marketing to a specific segment
- D Positioning based on superior customer service and support (3)

1.29 A technology startup is expanding its team and wants to ensure it attracts talented individuals who align with its innovative and entrepreneurial culture. Which recruitment and selection method would be most effective in evaluating candidates' lifestyle fit and mindset?

- A Behavioural Interviews
- B Technical Tests and Assessments
- C Group Case Studies
- D Cultural Fit Assessments and Values Interviews (3)

1.28	1.29

[64]

QUESTION 2

Match the concepts in Column A with the explanations in Column B. Write only the correct letter from Column B next to the appropriate question number of Column A in the space provided below.

Column A		Column B	
2.1	Value Chain Analysis	A	When Checkers sells assets or part of the business to cut losses.
2.2	Market capitalisation	B	A high-risk investment that is traded freely on the JSE whereby part ownership in companies are obtained.
2.3	Collectables	C	Profit made on the sale of property.
2.4	Money market	D	An investor that remains a creditor to Checkers Ltd and does not have ownership in Checkers.
2.5	Focus strategy	E	When there is an expansion of output, income, employment, prices, profits, and an improvement in the standard of living.
2.6	Divesture strategy	F	A visual presentation in the form of a flow chart that provides a variety of options as solutions.
2.7	Equity	G	The share price of a company multiplied by the number of shares in issue.
		H	These are items of high value such as art and antiques.
		I	When Pick n Pay aims to sell their products to the upper income population in South Africa.
		J	Assets belonging to Checkers Ltd.
		K	A technique whereby the cost components of Checkers products are analysed with the ultimate aim of reducing costs to increase the worth of their product.
L	A type of unit trust that invests in interest-bearing instruments such as debentures and bonds.		

2.1	2.2	2.3	2.4	2.5	2.6	2.7

[14]

QUESTION 3

Each of the following statements is **FALSE**.

Change the **underlined word(s)** in each statement to make the statement **TRUE**. Write only the **correct word/term** in the space provided below.

- 3.1 A **call account** refers to an investment option in which an investor's funds are locked for a predetermined period of time.
- 3.2 **Fidelity insurance** is insurance taken out for cash transported to the bank.
- 3.3 **Third party** vehicle insurance will cover all damages to new trucks belonging to Checkers Ltd.
- 3.4 The **excess clause** stipulates that if an asset is not insured for the full value, only a fraction of the damages to the asset will be paid out.
- 3.5 **Cession** is based on the principle of indemnity which implies that a person may only claim recovery from the same loss once.
- 3.6 A **product** development strategy attempts to develop a new market for an existing product.
- 3.7 **Forward integration** is when a general retailer buys another business that supplies the products or services needed for production.
- 3.8 The **Government Results Industry** is an international independent standards organisation that helps businesses understand and communicate their impact on issues such as climate change, human rights and corruption.
- 3.9 **VAT** is a type of involuntary deduction that is a withholding tax on income payments to employees.
- 3.10 **Placement** is a form of protest in which employees demonstrate outside their place of work.
- 3.11 A **disciplinary** procedure is a formal way for an employee to raise a problem or complaint to their employer.

3.1	
3.2	
3.3	
3.4	
3.5	
3.6	
3.7	

3.8	
3.9	
3.10	
3.11	

[22]

100 marks

4.3 Suggest, with a separate strategy for each, how the Board of Directors of Pick n Pay Limited could effectively manage each of the following challenges:

4.3.1 The impact of inflation on the price of food products

(2)

4.3.2 Competitive rivals in the general retail sector

(2)

4.3.3 Stock theft at one of Pick n Pay's central warehouses

(2)

4.4 Analyse the following statements and provide Pick n Pay's management with a strategy for dealing with each of these ethical matters.

4.4.1 An employee at Pick n Pay is being blackmailed to hand over a list of security codes at a Pick n Pay warehouse.

(2)

4.4.2 An employee at Pick n Pay is surfing the internet during working hours.

(2)

4.4.3 A manager at Pick n Pay is sending inappropriate emails to the secretary.

(2)

4.4.4 The chartered accountant of Pick n Pay is accepting a gift from a new supplier for placing an order with them.

(2)

4.5 With the aid of a separate example for each, justify how the following managerial competencies can lead to the success of Pick n Pay:

MANAGERIAL COMPETENCY	EXAMPLE
Organisational Competency	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
Global Awareness Competency	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
Self-Management Competency	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

(9)

4.6 State **four** criteria Pick n Pay should consider when building a brand.

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- ---
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- ---

(4)

QUESTION 5

5.1 Refer to the following extract and then answer the questions that follow.

Woolworths, a renowned retail company, embarked on a new venture in the year 2000 by opening its first two Foodstops at Engen in Cape Town. The primary objective of this initiative was to assess the feasibility of a forecourt model for the company.

Following a highly successful three-year trial period, the decision was made to expand the Woolworths and Engen concept due to its remarkable achievements. This expansion has allowed Woolworths to cater to the needs of customers at any time of the day, enhancing convenience and accessibility for consumers.

[Source: <<https://www.iol.co.za/business-report/economy/engen-deal-fuels-woolies-growth-748555>>]

5.1.1 Identify the type of business strategy implemented by Woolworths in the above extract and explain its purpose.

(3)

5.1.2 Provide **four** criteria that could be used to assess the success of the business strategy in the above extract, from Engen's perspective.

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- ---

(8)

5.2 Refer to the data related to Woolworths and then answer the questions that follow.



[Source: <<https://www.moneyweb.co.za/tools-and-data/click-a-company/WHL/>> 22.05.2023]

5.2.1 What is the Woolworths share price on 22 May 2023?

_____ (1)

5.2.2 How has the Woolworths share price changed over the past 90 days?

_____ (1)

5.2.3 Using the information above, describe the market mood for Woolworths between 2020 and 2023.

 _____ (4)

5.4 Discuss the importance of the following two management tasks:

5.4.1 Decision making

5.4.2 Delegation

(4)
[50]

QUESTION 6

6.1 Complete the table below by referring to South African labour legislation.

LABOUR LEGISLATION ACT	PURPOSE OF THE ACT	POSITIVE IMPLICATIONS OF THE ACT
<p>6.1.1 Skills Development Act</p>	(2)	(2)
<p>6.1.2 Basic Conditions of Employment Act</p>	(2)	(2)
(8)		

6.2 The risk of injuries in the workplace should not be underestimated, especially when employees operate machinery and equipment in a manufacturing plant. Discuss COIDA as a type of compulsory insurance.

(4)

6.3 Differentiate between under- and overinsurance by using relevant examples.

(4)

6.4 Supply **three** examples of non-insurable risks.

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- ---
- ---

(3)

6.5 Discuss the requirements of a valid insurance contract.

(6)

6.6 Explain the following terms in relation to insurance:

- Iron Safe clause

(2)

- Excess

(2)

SECTION C

The following aspects will be considered when marks are allocated in this question:

- Format:
 - The CORRECT format for each question must be used, i.e. a business report.
 - Where applicable, include an introduction and conclusion.
 - Use headings and subheadings where appropriate.
- Terminology: Correct business terminology should be used.
- Content: Must be sufficient to cover all aspects of the question.
- Substantiation: Justification for statements made.
- Application to case study/context/theme.
- Problem-solving rather than just giving theoretical facts.
- Synthesis and sequencing.

QUESTION 7

Study the following sources and answer the question that follows.

SOURCE A

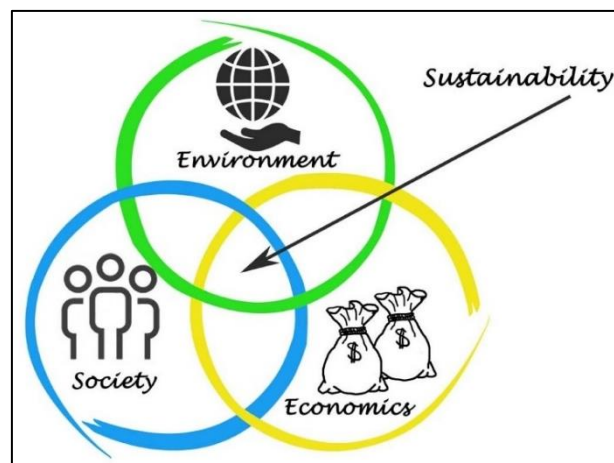
The retail industry is one of many that have come under pressure in recent years to reduce its impact on the environment. However, increased public awareness of retail's significant environmental footprint has subjected this particular industry to pressure from all angles. Sustainability is being pushed up the agenda from both above and below.

Consumers are increasingly conscious of sustainable retail throughout the supply chain, and their purchasing habits are often heavily influenced by a desire to 'shop sustainably'.

Shareholders and stakeholders have also become more focused on sustainable retailers because of their ability to marry profitability with sustainability.

[Source adapted from: <<https://www.financierworldwide.com/retail-sustainability>>, 12 April 2023]

SOURCE B



[Source: <entrepreneur.com/en-in/growth-strategies/6--ways-to-build-a-sustainable-business>, 12 April 2023]

