Western Cape Government

Western Cape Education Department

Directorate: Curriculum FET

BUSINESS STUDIES

REVISION BOOKLET

2026 TERMS 3 & 4

Grade 11

This revision program is designed to assist you in revising the critical content and skills covered during the 3rd and 4th terms. The purpose is to prepare you to understand the key concepts and to provide you with an opportunity to establish the required standard and the application of the knowledge necessary to succeed in the Final NSC examination.

The revision program covers the following topics:

- Entrepreneurial qualities and success factors
- Transform a Business Plan into an Action Plan
- Start a Business Venture based on an Action Plan
- Presentation of Business Information
- Team Dynamics and Conflict Management
- Introduction to Human Resource Function

INDEX PAGE

	Contents	Page numbers
1	Entrepreneurial qualities and success factors	2 - 8
2	Transform a Business Plan into an Action Plan	9 – 16
3	Start a Business Venture based on an Action Plan	17 – 24
4	Presentation of Business Information	25 – 35
5	Team Dynamics and Conflict Management	36 – 39
6	Introduction to Human Resource Function	40 - 49

This revision booklet covers the **SIX** topics that were taught in Terms 3 & 4.

The first topic we will focus on is:

1. ENTREPRENEURIAL QUALITIES AND SUCCESS FACTORS

At the end of this topic, learners should be able to:

- Outline/explain the qualities of an entrepreneur
- Identify the qualities of an entrepreneur from given scenarios/ case studies/statements, and assess a business against these qualities
- Identify/state/name key success factors
- Recommend/suggest areas for improvement from given scenarios/case studies/statements
- Suggest strategies that businesses can use to ensure that they remain profitable and sustainable

Key Concepts

- **Entrepreneur:** someone who converts a business idea into a business venture.
- **Sustainability:** the business must be able to continue without doing damage to the environment and the community in which it works.
- **Customer base:** successful businesses have a loyal customer base who always buy their goods/services.
- **Good governance:** those processes and institutions that produce results to meet the needs of society while making the best use of the resources at their disposal.
- **Stable workforce**: the degree to which workers remain employed.

Introduction

In this topic, we will revise these entrepreneurial qualities as they were taught in detail in Grade 10. We will then assess an existing business to determine whether it incorporates these qualities.

Entrepreneurs have certain qualities that contribute to their chances of being successful in running their own businesses.

1.1 Qualities of an entrepreneur

An entrepreneur is someone who converts a business idea into a business venture. Entrepreneurs are self-employed and create their own income. They always look for ideas to improve their business in order to gain a competitive advantage. An entrepreneur is also passionate about their business and an expert in the field.

High levels of energy	Flexibility	Recognising opportunities	Dreams with a clear vision
Showing perseverance	Taking calculated risks	Organisational skills	Passion
Good management and leadership skills	Confidence in one's ability to succeed	Desire for responsibility	Be creative

	**1.1.1**	**Match the statements below with the qualities of an entrepreneur listed above**

	Qualities of an entrepreneur	
1		• Entrepreneurs like to prove themselves as being innovative, hardworking, and responsible for creating their own income. • Successful entrepreneurs are not afraid to take responsibility for their decisions and actions in their business.
2		• Most entrepreneurs risk financial security when they start a business venture. • Entrepreneurs take calculated risks as they weigh up what they might lose before deciding. • They risk their own money when they start their business as they envisage to make a profit.
3		• Entrepreneurs must be capable of inspiring other people to believe in their vision. • They are good leaders who can motivate and inspire others to do their best.

4		• Entrepreneurs should show enthusiasm to achieve the best solution. • Starting and running a business requires considerable energy and the ability to focus on business objectives.
5		• An entrepreneur has a vision of where they are heading and what they want to achieve in future. • They have a clear vision and able to achieve long-term goals. • An entrepreneur can convert a dream into a business plan and can explain their vision to others.
6		• An entrepreneur must have confidence, believe in themselves, and believe they can achieve their goals. • They are positive and focus on things that could go right instead of focusing on things that could go wrong.
7		• Entrepreneurs are able to adapt to different circumstances. • They are willing to listen to other ideas and be able to admit when they are wrong.
8		• Successful entrepreneurs can identify gaps in the market and make money. • They are able to identify viable opportunities that are not always easy to spot.
9		• Successful entrepreneurs have a positive attitude towards failure and see difficulties as opportunities. • Most successful entrepreneurs only became successful after failing several times.
10		• Entrepreneurs need to have excellent organisational skills. • • Entrepreneurs must also have the skills to manage their own businesses.
11		• An entrepreneur is passionate and enthusiastic about their product and business. • Passion for the business will keep the entrepreneur motivated when things go wrong.
12		• An entrepreneur uses creative thinking skills to turn threats into business opportunities in order to be competitive. • Creativity requires imagination to produce the most obscure ideas. • This allows entrepreneurs to think beyond the traditional solutions.

ACTIVITY	**1.1.2**	**Qualities of an entrepreneur**

Read the article and answer the question that follows.

ELSABE HEALTH PRODUCTS (EHP)

Betty, the manager of Elsabe Health Products (EHP) found a gap in the sports supplements market. She started mixing and creating formulae from a small home in Brakpan. Betty is enthusiastic about fitness. She admits that she really focused on selling the product, and on excellent customer service instead of only profit. She grew the business with little prospects of achieving the small goals that she had set for herself.

She says that people must start small, learn from it, even if they fail until they get it right, then scale it up, and repeat. She was optimistic about her sports supplements, and she expanded her sales team. She offered her sales team a high commission without a basic salary, engaged in a one-hour meeting every morning, five days a week to get feedback from the market, inspire the sales team and to discuss new product ideas. Betty said that her staff should dream big in order to have multiple brands and compete globally.

1.2.1 Identify Eight entrepreneurial qualities that Betty, the manager of EHP displayed in the scenario. Motivate your answer by quoting from the scenario above.
Use the table below as a guide to answer QUESTION 1.2.1

Helpful Tips	When required to quote from the scenario, rewrite the applicable sentence/statement /phrase in full, directly from the scenario.

	Entrepreneurial Qualities	**Motivation**
1		
2		
3		
4		
5		
6		
7		
8		

1.2 Key success factors in a business

Strategic focus	Profitability	Sustainability	Market knowledge
Strong customer base	Good leadership	Stable workforce	Unique product or service

	**1.2.1**	**Indicate which of the key success factors in a business does the following statements refer to**

	Key Success Factors	Answers
1	Successful businesses effectively manage financial matters to ensure a return on investment.	
2	The business must be able to continue without doing damage to the environment and the community in which it works.	
3	knowing about the various aspects that could possibly impact on the business	
4	bring energy, enthusiasm, and urgency to the workplace, which filters through the business and motivates staff.	
5	A motivated, happy, well-trained staff supports a successful business.	
6	Goods and services must fulfil the needs and desires of the consumers	
7	a source of inspiration, and a motivator.	
8	A profitable business attracts more investors that can lead to the business expanding.	
9	Includes leadership, management, and planning.	
10	There must be something special or different about a business to ensure success where others fail.	
11	meet the needs of customers consistently and supply excellent service.	
12	Businesses continue to exist despite all the challenges and threats it is confronted with.	

1.3 Areas of improvement

Businesses may lack some of the key success factors to ensure that businesses run efficiently. These are the areas that businesses need to improve based on their assessment. They first need to identify these, then come up with strategies to improve the identified areas. A business that wants to improve should consider certain aspects when identifying areas of improvement.

ACTIVITY **1.3.1**	**Complete the following with regard to areas of improvement relating to key success factors. Use the concepts below.**

expenses	target	money	sales
vision	technology	goals	price

Areas of improvement	Answers
1. Regularly evaluate the … of every product. 2. Operate from a plan based on its … to avoid deviation. 3. Make sure the … comes in quickly. 4. Keep business … to a minimum. 5. Set … with reasonable milestones and timelines. 6. Evaluate the benefit of increased … against the cost of marketing. 7. Identify and implement the … needed to support their operation and growth. 8. Identify the … customer and what they can do for them.	

1.4 Strategies businesses can use to ensure that they remain profitable and Sustainable

- Planning is important when it comes to being efficient.
- Sound financial management and good accounting practices are the best ways in which a business can remain profitable.
- Effective management of scarce resources and employees.
- Customer retention is an important part of a business, as this can ensure that they remain profitable and sustainable.
- An ethical business behaves in a socially responsible way and does what is right even if it is not necessary by law.
- Consumers like to support a business that supports the community in which it operates

ACTIVITY	**1.4.1**	**Consolidation questions**

1.4.1 State THREE key success factors for a business venture. **(3)**

1.4.2 Read the scenario below and answer the questions that follow.

NDODA'S HOMEWORK CENTRE (NHC)

Ms. Ndoda worked as a teacher for many years and realised that many children struggled to complete their homework. She left her teaching post amid uncertainty and opened her homework centre to assist parents and children to complete their homework daily. Ms. Ndoda came up with exciting new ways to ensure children enjoyed writing their work.

1.4.2.1 Identify TWO entrepreneurial qualities that Ms. Ndoda used in the scenario. Motivate your answer by quoting from the scenario above

Use the table below as a GUIDE to answer **QUESTION 1.4.2.1**

Entrepreneurial Qualities	Motivation
1.	
2.	

(6)

1.4.3 Explain THREE other qualities of an entrepreneur. **(9)**

1.4.4 Advise businesses on THREE strategies that they can use to ensure that they remain profitable and sustainable **(6)**

2. TRANSFORM A BUSINESS PLAN INTO AN ACTION PLAN

At the end of this topic, learners should be able to:

- Explain/discuss the purpose of a business plan
- Define/elaborate on the meaning of an action plan
- Discuss/explain/describe the importance of an action plan
- Outline/name the stages of action plan/steps to follow when drawing up an action plan
- Outline/explain/discuss the project planning steps
- Define the following planning tools:
  - Gantt charts or work breakdown structure (WBS)
  - Timelines
  - Project planning
- Outline/explain/discuss the importance of timelines and Gantt charts/WBS
- Draw up a Gantt chart using the information given in scenarios/case studies

Key Concepts

- **Business plan:** a formal written document describing the goals of a business and the methods of how to achieve those goals.
- **Action plan:** a checklist of the steps or tasks you need to complete to achieve the goals you have set.
- **Gantt chart:** a bar chart that provides a visual timeline of how the tasks are scheduled.
- **Timelines:** a sequence of related events arranged in chronological order and displayed along a line to keep track of the activities.
- **Work breakdown structure (WBS):** divides the business plan into smaller project stages and shows exactly what must be done.

Introduction

This chapter will focus on transforming a business plan that you developed in Grade 10 into an action plan. We also provide a detailed description of planning tools that provide guidelines on how to transform a business plan into an action plan.



2.1 Purpose of a business plan

ACTIVITY	**2.1.1**	**Complete the following with regard to purpose of a business plan. Choose your answer from the concepts below**

market	investors	goals	vision	correct

#	Statement	Answer
1	Gain insight in the ... and competition	market
2	Obtain funding from ...	investors
3	Set realistic ... and objectives	goals
4	Identify the right talent for moving the business ... forward	vision
5	Make ... decisions and manage the business	correct

2.2 The meaning of an action plan

- An action plan is a detailed plan that outlines the actions that need to be executed (done) in order to reach the business goals.
- An action plan shows the activities that must be completed.
- We need an action plan to implement the business plan and show how activities will be organised to achieve the goals of the business plan.

2.3 The importance of an action plan

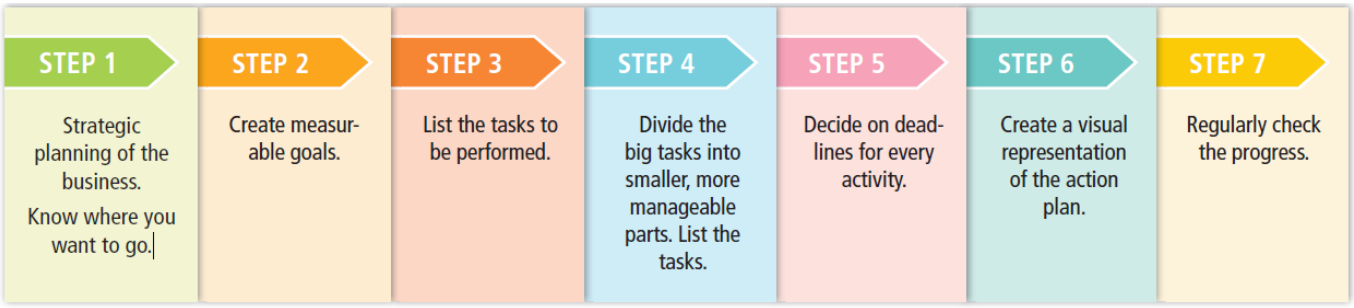
ACTIVITY	**2.3.1**	**Complete the following with regard to the importance of an action plan. Choose your answer from the concepts below**

organised	projects	activities	performances	employees

#	Statements	Answer
1	Enables ... to be achieved within a specified time	projects
2	Businesses are able to prioritise ... by their importance	activities
3	Can help the person responsible to be more ...	organised
4	Helps ... to focus on their activities	employees
5	Can be used as a control measure against which standards and ... can be measured	performances

2.4 Steps to follow when drawing up an action plan

The following are the steps to follow when drawing up an action plan



2.5 Project Tools

Planning tools enable entrepreneurs to transform their business plan into an action plan. The following planning tools will be discussed in detail:

- Gantt charts or Work Breakdown Structure (WBS)
- Timelines
- Project planning

2.5.1 Gantt Chart

ACTIVITY	**2.5.1.1**	**Complete the following with regard to a Gantt Chart. Choose your answer from the concepts below**

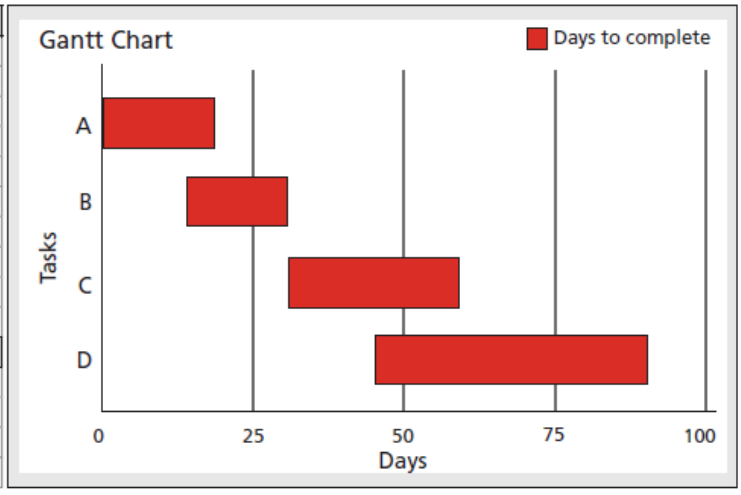
relationships	duration	visually
project	timelines	dates

#	Statement	Answer
1	Is a type of bar chart that ... illustrates the start and finish of job tasks in a project	visually
2	Used to schedule the ... for a project, and to list which tasks need to happen when and in what order	timelines
3	Shows what needs to be done by breaking a ... down into smaller parts	project
4	Illustrates the start and finish dates of the ... of a project and depicts the activities against the dates	tasks
5	Shows the ... of the tasks	duration
6	Show the dependency ... between tasks	relationships

Here is an example of a Gantt Chart:

Task	Start date	End Date
A	01/01/2015	20/01/2015
B	15/01/2015	01/02/2015
C	01/02/2015	01/03/2015
D	15/02/2015	01/04/2015

Task		Days to complete
A		19
B		17
C		28
D		45

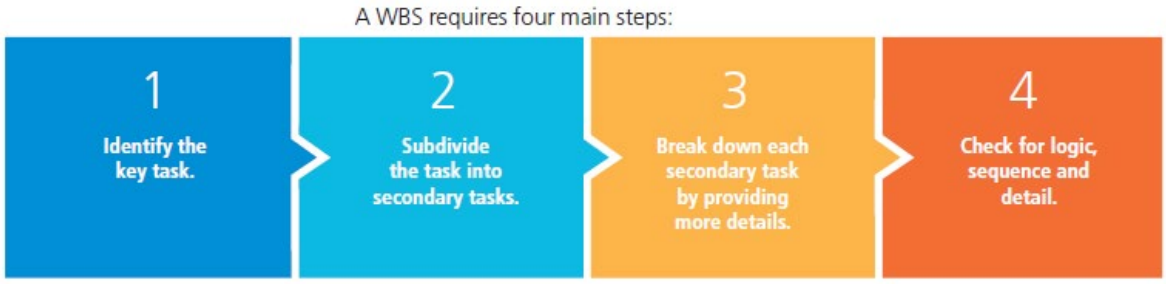


2.5.2 The Work Breakdown Structure (WBS) of a project:

ACTIVITY	**2.5.2.1**	**Complete the following with regard to the WBS . Choose your answer from the concepts below**

levels	logically	stages	elements	tasks

#	Statement	Answer
1	These ... make up the WBS of the project	
2	Shows all the ... that need to be done	
3	Divided into ... , with each level supplying more detail	
4	Forms the basis for ... of the action plan	
5	The elements must be linked ... , and all the key details must be included	



2.5.2 Timelines

ACTIVITY	**2.5.2.2**	**Complete the following with regard to Timelines . Choose your answer from the concepts below**

activities	points	milestones	duration
projected	visually	linear	chronological

#	Statement	Answer
1	Timelines are a visual representation of ... information	
2	It is a simple tool that lists all the ... that need to be done and the date order in which they will be completed	
3	Help team members to know what ... need to be achieved and by when	
4	Shows the dates and events labelled on ...	
5	Must have a title and use a series of dates on a ... scale to show the date of completion for each of the short-term objectives and tasks	
6	They normally show ... dates rather than actual ones	
7	Does not show the ... of a project, but instead shows a passage of time	
8	Should be ... appealing, clean, and neat	

Here is an example of a timeline.



ACTIVITY	**2.5.2.3**	**Complete the following with regard to Gantt Charts .**

Read the scenario and answer the question that follows:	
TJ ICE-CREAM (TJI) TJ Ice-cream (TJI) will be doing the following activities during February. Tom will register the business in the first week. During the second week, Jerry will organize a building for rental. In the third week, Tom will recruit an accountant for the business.	
2.5.2.3.1	Draw up a Gantt chart using the information given in the scenario above. Use the table below as a guide to answering this question.

Activity	Week:	Week:	Week:	Person responsible

2.6 The importance of Gantt charts, WBS and timelines

ACTIVITY 2.6.1	**Complete the following with regard to the importance of Gantt charts, WBS and timelines . Choose your answer from the concepts below**

tools	goals	sequential	short-term	client

#	Statement	Answer
1	These tools help the project staff to project dates and set up plans to achieve set ... in advance.	
2	They are vital to project managers as businesses try to meet and exceed ... expectations.	
3	Project managers use them as ... to get their jobs done.	
4	Timelines serve as a planning tool that helps to indicate the date of completion for each of the … objectives and tasks.	
5	Timelines keep information in a ... order and dates on which an activity must be done.	

ACTIVITY 2.7	**Consolidation Questions**

QUESTION 1

1.1 Define the meaning of an action plan. (2)
1.2 Outline any THREE project planning steps. (6)
1.3 Explain the purpose of an action plan (4)

QUESTION 2

2.1 Identify the type of planning tools used by Sive Construction in EACH statement below:
2.1.1 Jack, the project manager, indicates the dates of completion for each of the short-term objectives and tasks on a linear scale.
2.2.2 Gugu, the project engineer, used a bar graph to show the duration of each task against the progression of time. (4)

QUESTION 3

3.1 Read the scenario below and answer the questions that follow.

POLKA'S ENTERPRISE (PE)

Polka developed a business plan that gives a comprehensive overview of her proposed business. She wants to transform it into an action plan using a timeline as her planning tool.

3.1.1 State the steps that Polka should follow to draw up an action plan for her business. (6)
3.1.1 Advise Polka on the importance of timelines. (6)

QUESTION 4: BUSINESS VENTURES (TRANSFORM A BUSINESS PLAN INTO AN ACTION PLAN)

Entrepreneurs realise the importance of drawing up an action plan to achieve business goals and objectives. They also need to know the importance of an action plan and project planning steps. Many businesses are not well conversant with Gantt charts.

Write an essay on transforming a business plan into an action plan in which you include the following aspects:

- Outline the steps to follow when drawing up an action plan.
- Explain the importance of an action plan.
- Discuss the project planning steps.
- Advise businesses on the importance of Gantt charts. (40)

3. START A BUSINESS VENTURE BASED ON AN ACTION PLAN

At the end of this topic, learners should be able to:

- Outline/explain/discuss factors that must be considered before start-up
- Outline/explain/discuss aspects that must be considered when initiating a business, for example, strategy, operations, productivity, size of a business and so on.
- Analyse the above-mentioned factors from scenarios/case studies and make recommendations for improvement
- Explain/discuss reasons why businesses need funding
- Outline/explain sources of funding
- Explain/discuss/describe factors that influence the choice of funding, for example, the nature of finance, the amount of capital needed, risk, the cost of finance, and so on.

Key Concepts

- **Strategy:** a long-term plan of action to achieve a goal.
- **Operations:** the different activities businesses use to achieve their goals in order to be successful.
- **Productivity:** the effectiveness of production in terms of the rate of output per unit of input.
- **Cost-saving:** the plans made by the business to cut on the cost/expenses of the business.
- **Business growth:** the expansion of the size of the business.
- **Risk:** a credit provider will always consider how safe their investment will be by looking at factors that will endanger the recovery of the debt.

Introduction

In Grade 10, you were introduced to the importance of a business plan. In the previous topic you have learnt how to transform a business plan into an action plan. This topic focuses on factors that must be considered when starting a business plan based on an action plan. It is important to note that entrepreneurs will not be able to start a business venture without a well-structured business plan and an action plan.

3.1 Factors that must be considered before start-up

ACTIVITY	**3.1.1**	**Match the below factors to the statements in Column 3**

Culture of the organisation	Environmental changes	Customer services	Business growth	Cost-savings

#	Factors	Explanation
1		Businesses can reduce costs by doing a joint advertising campaign, saving on office costs, hiring temporary employees, or using independent contractors, and considering other aspects such as insurance, credit, online transactions, etc.
2		Businesses operate in a dynamic and unpredictable environment. Environmental change requires businesses to always adapt and review their original plan.
3		The culture of an organisation is the personality of a company. Entrepreneurs must decide what the culture of their business will be before starting up.
4		The entrepreneur must determine the size and the growth of the business before starting up. They must devise a suitable strategy to manage and control a larger group of employees. The size and growth of the business will determine the most appropriate form of ownership for the business.
5		A good customer service requires entrepreneurs to identify their potential customers before start-up, establish a good relationship with their customers, and change the market plan to accommodate customer needs.

3.2 Aspects that must be considered when initiating a business

Operations	Productivity	Size of the Business	Strategy

HELPFUL TIPS	**Use the following mnemonic to remember the above-mentioned factors** Owls Prefer Silly Tricks In this mnemonic, each word corresponds to the first letter of the concept:

ACTIVITY	**3.2.1**	**Match the factors listed above, with the statements below:**

1.	**2. Operations**
• Refers to plan of action that must be carried out by an entrepreneur.	• Businesses must implement the activities that are outlined in the action plan.
• Systems and processes should be in place for the business to achieve its goals.	• Operations need to be implemented, staff must be employed and trained.
• Businesses must ensure that strategies such as marketing/management/public relations are implemented and continuously reviewed.	• Resources must be acquired and managed continuously.
	• Constant monitoring and evaluation need to be done to ensure that resources are used effectively.
3. Productivity	**4.**
• Refers to the effectiveness of production in terms of the rate of output per unit of input.	• Businesses must decide on the most appropriate size for successful operations.
• Businesses must ensure that there is a high rate of productivity in all aspects of its operations.	• The bigger the business, the more difficult it is to manage.
• Ensure that costs are decreased, and outputs are increased to maximize profits.	• The success of the business is often dependent on the management and the staff.

ACTIVITY	**3.2.2**	**Complete the following activity regarding considerations before start-up of a business**

3.3.1	Read the scenario below and answer the questions that follow:		
TASTY PANCAKES (TP) Tasty Pancakes is a newly established business that specialises in selling pancakes. Peter, the owner of TP conducted research to identify his target market. He also changed some of his original business plans, due to new technology. Peter devised a suitable strategy to manage a large group of employees.			
	3.3.1.1	Identify THREE factors Peter should consider before starting up his business. Motivate your answer by quoting from the scenario. Use the table below as a GUIDE to answer **QUESTION 3.3.1.1**	

Factors	**Motivation**	
1.		
2.		
3.		(9)

HELPFUL TIPS

You will not get marks for motivation if you identified the incorrect factor.

3.3.2	Discuss TWO other aspects that Peter should consider when starting up a business.	(6)

3.3 Reasons why businesses need funding

ACTIVITY	**3.3.1**	**Complete the following with regard to the reasons why businesses need funding. Choose your answer from the concepts below**

sales	start-up	raw material	input

Numbers	Statements	Answers
1	Cover the ... cost of buying premises/machinery/raw material, etc.	start-up
2	Run the business and have enough money to pay suppliers of ...	raw material
3	Pay for cost of ... such as wages, telephone, and other expenses.	input
4	Expand the business as the ... increase and bigger premises need to be established.	sales

3.4 Sources of funding

Trade Credit	Equity Capital	Bank Loans
Leasing and Hire Purchase	Debt Capital	Grants
Angel Funding	Venture Capital	Bank Overdraft

ACTIVITY	**3.4.1**	**Match the source of funding listed above, with the statements below:**

Number	Source of Funding	Explanation
1		• Businesses may apply to borrow money from the bank. • The bank will check their credit worthiness before approving the loan. • The bank will specify the amount and the duration of the loan.
2		• Businesses with a current check account may arrange for an overdraft with the bank. • With this type of funding, the bank will allow the business to withdraw more than the balance in their bank account. • The business pays interest on the amount of money they withdraw and for the period they have overdrawn.
3		• Trade credit is an agreement between a supplier and the business • Suppliers normally allow businesses between one to three months to settle their debts.

Number	Source of Funding	Explanation
4		• The capital that is contributed by the owner of a business is known as owner's interest. • When the owner puts in additional funds in the business his/her equity increases
5		• If a business needs to borrow funds, it is known as debt capital. • The business must show the ratio between equity capital and debt capital in its business plan. • It is very important that businesses must be solvent at all times.
6		• Businesses may lease certain assets such as equipment and technology, which is owned by the other party. • Businesses may prefer to lease certain items instead of buying them. • Businesses can use leasing because it is easier to find finance for a lease agreement than for the purchasing of an expensive asset.
7		• Under some circumstances, a business may qualify for government support to get started. • A grant means that the business will get funding from the government. • Grants are normally cheaper funding than other sources.
8		• The credit provider of this funding will give money for the start-up of the business in exchange for a share in the business. • Sometimes the venture capitalist also requests a portion in the management of the company or a position on the board of directors.
9		• Sometimes a wealthy entrepreneur offers financial help in exchange for a share in the business. • This type of funding carries a high risk for the investor.

ACTIVITY **3.5.**	**Complete the following activity sources of funding**

3.5.1.1 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.

3.5.1.1.1 The bank allows PL Ltd to withdraw more money than what is available in their bank account, known as...

- **A.** trade credit
- **B.** bank loan
- **C.** bank overdraft
- **D.** grant

3.5.1.1.2 Jason Traders qualified for a ... when the government provided him with funding to set up his stationery shop.

- **A.** trade credit
- **B.** bank loan
- **C.** bank overdraft
- **D.** grant

3.5.1.1.3 Samira contributed … as the owner of Samira Consultants.

- **A.** venture capital
- **B.** angel funding
- **C.** debt capital
- **D.** equity capital

3.5.1.1.4 Mr Strauss, a wealthy entrepreneur, provided … in exchange for a share in Majid Enterprises.

- **A.** venture capital
- **B.** angel funding
- **C.** debt capital
- **D.** equity capital

(8)

3.5.1.2 Discuss the reasons why businesses need funding. **(6)**

3.6 Factors that influence the choice of funding

Cost of finance	Risk	The amount of capital needed	Period of finance	The nature of finance

 **3.6.1**	**Match the source of funding listed above, with the statements below:**

#	Factors that influence the choice of funding	Explanation
1	The nature of finance	• Some types of financing like shares and debentures are not available to certain forms of ownership like sole traders and partnerships. • Companies can only issue shares and debentures. • Sole traders and partnerships should make use of other forms of funding.
2	The amount of capital needed	• The larger the amount of capital needed; the fewer options will be available. Larger amounts must be obtained from banks, or the owner must use his/her own funds. • The government or NGOs will only give grants for smaller amounts.
3	Risk	• The bank will always consider how safe their investment will be by looking at factors that will endanger the recovery of the debt. • It is always more difficult for a new business to obtain funding than an existing business who already has a good credit record.
4	Cost of finance	• The cost of the funding is normally measured in the interest that must be paid for the funding. Businesses must weigh all the options before choosing the most affordable option of funding.
5	Period of finance	• For short-term financing like the payment of creditors businesses could make use of a bank overdraft. • However, if a business must buy an asset, such as equipment, a bank loan would suit this purpose better.

ACTIVITY 3.7	Essay type question

Question 1: BUSINESS VENTURES (START A BUSINESS VENTURE BASED ON AN ACTION PLAN)

New businesses need additional capital to run their operations successfully. They need to consider certain aspects when initiating a business. They should also be well conversant with various sources of funding. Some businesses do not know factors that influence the choice of funding:

Write an essay on starting a business venture based on an action plan in which you include the following aspects:

- Outline the reasons why businesses need funding
- Explain any FOUR aspects that must be considered when initiating a business
- Discuss the following sources of funding:
  - Bank overdraft
  - Lease and hire purchase
- Advise businesses on the following factors that influence the choice of funding:
  - The nature of finance
  - Period of finance (40)

4. PRESENTATION OF BUSINESS INFORMATION

At the end of this topic, learners should be able to:

- Outline/explain the importance of presenting business information
- Differentiate/distinguish between verbal and non-verbal presentations
- And give examples of each
- Outline/state/explain/discuss types of visual aids
- Identify the above-mentioned visual aids from given scenarios/case
- Studies/statements
- Explain/discuss how a presenter must prepare the following visual aids:
  - Transparencies/slides
  - Posters
  - Handouts
- Discuss/explain/recommend factors that a presenter must consider when preparing a presentation explain the reasons why business presentations must be in written format
- Outline/state/explain types of written information
- Outline/state/explain/recommend steps in report writing
- Critically analyse a business report and recommend areas for improvement
- Outline/state/explain factors that must be considered when
- Composing a flyer
- Explain how to respond to questions about work and presentations/ handle feedback after a presentation in a non-aggressive and professional manner.
- Explain/discuss/evaluate the impact of the following visual aids:
  - PowerPoint/data projector
  - overhead projectors/transparencies
  - handouts/flyers/brochures
  - flip charts
  - interactive whiteboard/smartboards
  - posters/signs/banners/portable advertising stands/flags
- Identify visual aids from given scenarios/statements.

Key Concepts:

- **Verbal presentation:** the use of speech by a presenter to convey a message to stakeholders/audiences.
- **Non-verbal presentation:** the presentation of information to an audience without using spoken words.
- **Visual aids:** are charts/pictures/images that help to clarify a point/enhance a presentation.
- **Flipchart:** a large pad of paper, bound so that each page can be turned over at the top to reveal the next page, used on a stand.
- **Graphs:** diagrams that show the relationship between two or more sets of numbers.
- **Tables:** a set of facts and figures arranged in columns and rows.
- **Diagrams:** illustration of information using visualisation techniques.
- **Posters:** a large sheet of paper/cardboard promoting certain products or events that can be displayed on public street poles/walls.
- **Handouts:** printed information provided to the audience to accompany a presentation.
- **Transparencies/slides:** a visual presentation of data/audio/video on a screen.
- **Business reports:** formal written documents outlining factual information to stakeholders of a business.
- **Flyer:** a thin sheet of paper on which businesses advertise their products or services.

Introduction

In Grade 10, you were introduced to the topic; Presentation of Business Information which included various types of visual aids, and guidelines on how to write a business report. We will provide a detailed analysis off this topic in Grade 11 and 12. Entrepreneurs need to present their business plans to various stakeholders and potential investors. Entrepreneurs should know how to present business information in a professional manner and protect the business image/brand.

4.1 The importance of presenting business information

	**4.1.1**	**Complete the following with regard to the importance of presenting business information . Choose your answer from the concepts below**

operations	financial	opportunities	profitability
image	markets	strategies	

#	Statement	Answers
1	Business information provides management with data regarding important ...	
2	Enables businesses to identify ... and threats in the market.	
3	Allows management to develop new ... in order to overcome competition in the market.	
4	Enables businesses to share their ... performance with internal and external stakeholders.	
5	Attracts and retains investors and improves the ... of the business.	
6	Employees are informed about the business ... and the required performance.	
7	Increases sales and ...	

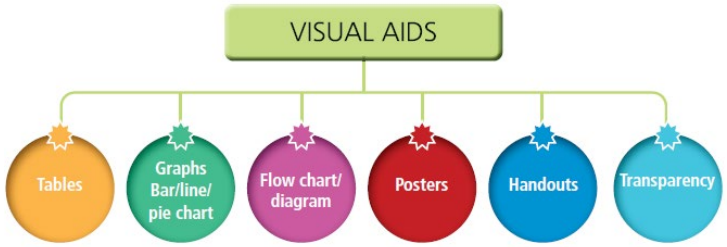
4.2 Differences between verbal and non-verbal presentation

1. Verbal Presentation	2. Non-verbal Presentation
• Refers to the use of speech by the presenter to convey a message to stakeholders.	• Refers to the use of written words to convey a message to stakeholders.

ACTIVITY 4.2.1	**Indicate whether the following refers to verbal- or non- verbal presentation**

#	Examples	Verbal/Non-verbal
1	Financial Reports	
2	Brochures	
3	Oral presentation	
4	Recorded presentation	
5	Business reports	
6	Question and answer session	
7	Questionnaires	
8	Handouts	

4.3 Types of visual aids



Line graph	Transparency	Flow chart/Diagram	Bar graph
Tables	Handouts	Poster	Pie Chart

ACTIVITY 4.3.1	**Match the types of visual aids listed above, with the statements below:**

# 1	Types of visual Aids	Explanations
1		• A set of facts and figures arranged in columns and rows. • The information is used to compare or contrast data.
2		• A diagram showing how two or more sets of data are related. • They are useful when one wants to compare data over a period of time.
3		• A diagram, usually a line or curve, which shows how two or more sets of numbers or measurements are related. • It gives an indication of how trends have changed over some time.

# 1	Types of visual Aids	Explanations
4		• A graphical representation of data. • The chart is a circle divided into segments, which are represented with percentages. • It is used to graphically illustrate sets of data in proportion to each other.
5		• A symbolic representation of information using visualization techniques. • It is used to illustrate processes/relationships.
6		Large sheet of paper/cardboard used to promote certain products or events. • They are usually pasted on public street poles/walls.
7		• Copies of a presentation where the content of multiple slides is displayed on a single/multiple pages.
8		• A thin sheet of transparent flexible material. • They are plastic sheets that a presenter can use to write the information on.

4.4 Preparing visual aids

Using appropriate visual aids to enhance the quality of a presentation requires presenters to prepare visual aids before doing a presentation. The selection of any type of visual aids depends on the purpose of the presentation and the type of information that will be presented.

4.4.1 Guidelines on how to prepare posters

	**4.4.1.1**	**Complete the following with regard to guidelines on how to prepare posters . Choose your answer from the concepts below**

simple	contrasting	graphics	title
read	font	words	designed

#	Statement	Answer
1	Use the ... on the poster to draw the attention of the reader.	
2	The poster must be ... to be attractive and eye-catching.	
3	People must find the poster easy and quick to ...	
4	Keep the poster ... and free of unnecessary information.	
5	Include a few ... on the poster.	
6	Use a ... that is big and bold.	
7	Include ... that are large and visible from a distance.	
8	Use ... colours on the poster.	

4.4.2 Guidelines on how to prepare handouts

	**4.4.1.2**	**Complete the following with regard to guidelines on how to prepare handouts . Choose your answer from the concepts below**

content	index page	copies	complement
cover page	information	sources	

Number	Statements	Answers
1	The handouts must ... the presentation using summarised notes.	
2	Prepare a ... with the title and details of the presenter.	
3	Include an ... with different levels of information.	
4	The handout must include ... like definitions/tables/illustrations.	
5	Limit the ... of the handout to 2 – 4 pages.	
6	Acknowledges ... that were accessed to compile the handout.	
7	Ensure that sufficient ... of the handouts are printed for distribution.	

	**4.4.3**	**Complete the following activity with regard to Business information and visual aids.**

4.4.3.1 Identify each type of visual aid used by Lee during his business presentation to the board of directors from EACH statement below:

4.4.3.1.1 Lee used a symbolic representation of information using visualisation techniques to illustrate the processes his department followed.

4.4.3.1.2 A set of facts and figures arranged in columns and rows to compare the sales of the last three years.

4.4.3.1.3 Lee provided printed information to the boards of directors to accompany his presentation.

4.4.3.1.4 Lee used a two-dimensional drawing showing how trends have changed over a period of ten years. **(8)**

4.5 Factors to consider when preparing for a presentation

	**4.5.1**	**Complete the following with regard to factors to consider when preparing for a presentation . Choose your answers from the concepts below**

purpose	audience	opening	content
language	visual aids	information	

#	Statements	Answers
1	Be clear about the ... of the presentation	
2	Write down an outline of the important ... that needs to be shared with your audience	
3	Ensure that the main aim of the presentation is captured in your ... statement	
4	Familiarize yourself with the ... of the presentation to ensure a smooth flow	
5	Be familiar with the background of your ... , so that your presentation speaks to their area of interest	
6	Include simple ... in your presentation	
7	Include ... that will enhance your presentation	

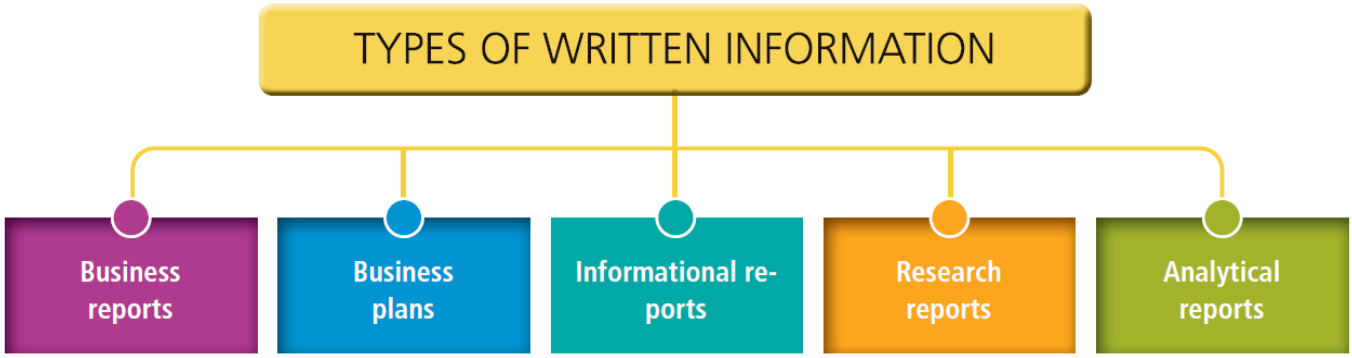
4.6 Reasons why business information must be in written format

	**4.6.1**	**Complete the following with regard to reasons why business information must be in written format . Choose your answers from the concepts below**

information	promote	interact	adaptable	audience

#	Statements	Answers
1	Written business presentations provide the organisation with an opportunity to ... the corporate image of the organisation.	
2	The content of a written business presentation is ... and could easily be amended.	
3	New ... could easily be added to the presentation.	
4	Written presentations make it easier for the presenter to interact with the ...	
5	Audience can also … with the business presentation after the presentation.	

4.7 Types of written information



ACTIVITY	**4.6.2**	**Complete the following activity**

4.6.2.1 List any THREE types of visual aids. **(3)**

4.6.2.2 **Read the scenario below and answer the questions that follow**

GLOBAL MOBILE SPECIALIST (GMS)

Global Mobile Specialist experienced a sharp decline in sales due to the negative impact of the Covid-19 pandemic. The directors of GMS included a report with recommendations on how to improve the business sales.

4.6.2.2.1 Identify the type of written information used by the directors of GMS. Motivate your answer by quoting from the scenario above. **(3)**

4.6.2.2.2 Explain TWO other types of written information. **(6)**

4.6.2.3 Advise businesses on the reasons why business presentations must be in a written format. **(6)**

4.8 Steps in report writing

	**4.8.1**	**Complete the following with regard to steps in report writing . Choose your answers from the concepts below**

Conduct research	Write an outline	Write the first draft	Recommend a course of action
Decide on terms of reference	Edit and distribute	Analyse data and record findings	

#	Steps	Explanation
Step 1		• Setting the terms of reference helps both the writer and their readers to understand why the report is important and what it hopes to accomplish. • Setting concrete terms early on will help you create the report's outline and keep your discussions on track throughout the writing process.
Step 2		• Most reports will require the collection of data that directly relates to the topic. • Interpreting data and formatting it in a way that the readers will understand is an important part of writing a report.
Step 3		• The next step is to construct your report's outline. • The most important thing to do when writing the outline is to include all the necessary sections and eliminate anything that does not directly contribute to the report's purpose.
Step 4		• Writing the first draft is one of the most important stages of constructing a successful report. • The purpose of the first draft is to get all the main elements of the information onto the page. .
Step 5		• The focus of every report is the findings section/presentation of the interpretation of the data. • The findings section of the report should always provide valuable information related to the topic/issue that is being addressed
Step 6		• The final section of the report's body is the recommendation/s. • The report must present an idea as to what actions should be taken in response to the findings.
Step 7		• The final stage of writing a report is editing it thoroughly and distributing it to the stakeholders/audience. • Ask someone else to proofread it/give you their opinion on the readability of the content.

4.8 Business reports and areas for improvement

	**4.9.1**	**Complete the following with regard business reports and areas for improvement . Choose your answers from the concepts below**

data	objectives	terms of reference
audience	recommendations	outline

#	Statements	Answers
1	Determine whether the correct ... were included in the report.	terms of reference
2	Amend the terms of reference to align with the … of the business report.	objectives
3	Ensure that the business report includes the most recent ...	data
4	Ensure that the ... of the business report includes all the sections of the business report.	outline
5	Consider whether the ... were aligned with the findings.	recommendations
6	Infuse feedback from the ... in the next business report.	audience

4.10 Responding to questions/handle feedback after a presentation in a non-aggressive and professional manner

	**4.9.1**	**Complete the following with regard responding to questions/handle feedback after a presentation in a non-aggressive and professional manner. Choose your answers from the concepts below**

acknowledge	question	person	uncertain
audience	presentation	argument	polite

#	Statements	Answers
1	Listen to each ... carefully and ensure that you interpret the question correctly.	
2	Restate the question for your understanding if you are … about the question.	
3	When answering a question, it is important to address the question and not ... asking the question.	
4	Be prepared to ... good questions by emphasising the value of the question to the presentation.	
5	Do not attempt to answer questions that you do not know the answer to and acknowledge this to your ...	
6	Do not be afraid to admit mistakes made during the … if such mistakes are mentioned by your audience.	
7	Remain ... when responding to questions.	
8	Refrain from becoming involved in a ... with the person/s posing the questions.	

	**4.10**	**Essay question**

Question 1: BUSINESS VENTURES (PRESENTATION OF BUSINESS INFORMATION)

Businesses are expected to present their financial statements to various stakeholders. Business information could be presented verbally or non-verbally. Presenters can use visual aids to enhance the quality of their presentations. They should also consider various factors when preparing a presentation before presenting.

Write an essay on the presentation of information in which you include the following aspects:

- Outline the importance of presenting business information.
- Distinguish between verbal and non-verbal presentation and give examples of each.
- Explain how a presenter must prepare the following visual aids:
  - posters
  - handouts.
- Advise businesses on the factors that must be considered before a presentation. **(40)**

5. Team Dynamics and Conflict Management

At the end of this topic, learners should be able to:

- ❖ Explain/discuss the importance of teamwork
- ❖ Outline/mention/name/explain the stages of team development,
- ❖ Identify the stages of team development from given scenarios/statements/case studies
- ❖ Define the term conflict
- ❖ Identify and discuss causes of conflict from given scenarios/case studies
- ❖ Outline/mention/explain/discuss the function of workplace forums.
- ❖ Explain the differences between trade unions and workplace forums

Key Concepts

- **Team:** a group of people organised to work together.
- **Teamwork:** the joint action by a group of people in which each person strives to work towards a common goal.
- **Team dynamics:** forces that influence how a team behaves, performs, or responds.
- **Forming stage:** the first stage of team development. It begins when the team first meets each other.
- **Norming stage:** the third stage of team development. A team will move into the norming stage when they begin to work more effectively together as a team.
- **Performing stage:** the fourth stage of team development. The team is functioning at a high level in terms of performance and growth.
- **Mourning or adjourning stage**: the fifth stage of team development. The adjourning stage occurs at the end of the project when the team is moving on in different directions.
- **Conflict:** the difference or disagreement or disharmony or clash between persons.
- **Conflict management**: the plans we make to prevent or resolve conflict.
- **Consensus:** the process used by a group to agree by discussing the facts and making the best decision for the group.
- **Grievance:** a concern or a complaint at work, for example, discrimination or workload.
- **Contemporary theory:** conflict is unavoidable and a natural result of the change. It can be beneficial to a business if managed correctly.

Introduction

In Grade 10, we learned about relationships and team performance in the workplace. We also learned that some teams work together well, while others are less effective. We also learnt about factors that can influence team relationships and criteria and the criteria for successful team performance. In this topic, we will look at the stages of team development and the theories of team dynamics. We will also look at conflict management theories and conflict resolution techniques.

5.1 The importance of teamwork

	**5.1.1**	**Complete the following with The importance of teamwork. Choose your answers from the concepts below**

work	productivity	common

#	Statements	Answers
1	Teamwork is a sense of unity that enable team members to share ... interests and responsibilities.	
2	It reduces stress and enable team members to ... together towards achieving a common goal.	
3	Some of the benefits of teamwork are increased ... and job satisfaction, employee empowerment, improved quality, and organisational effectiveness.	

5.2 The stages of team development

	**5.2.1**	**Complete the following with regard to the stages of team development. Choose your answers from the concepts below**

Storming	Norming / Settling / Reconciliation	Forming
Mourning / Adjournment	Performing / Working as a Team Towards a Goal	

#	Stages of Team Development	Explanation
1		• The first stage is when team members get to know each other • Team members show good behaviour as they are new to the group • Team members plan their work and new roles.
2		• The phase is often characterised by conflict • Team members open up to each other and confront each other's ideas • There may be power struggles for the position of team leader.
3		• Team members come to an agreement and reach a consensus. • Roles and responsibilities are clear and accepted. • Team members have the ambition to work for the success of the team
4		• Team members are aware of strategies and aims of the team • They have direction without interference from the leader. • All members can handle the decision-making process without supervision.
5		• The focus is on the completion of the task • Breaking up the team may be traumatic as team members may find it difficult to perform as individuals once again • All tasks need to be completed before the team finally dissolves.

5.3 Definition of conflict

Conflict is defined as a disagreement between individuals. It can vary from a mild difference in opinion to a full-scale win-or-lose, emotionally charged confrontational disagreement.

Conflict can create stress and can lead to gossip, avoidance, and hostility. Conflict distracts employees from their work and needs to be resolved. Conflict can be viewed as a negative situation, however, if the conflict is managed correctly it can lead to better team performance.

5.4. Causes of conflict in a business

	**5.4.1**	**Complete the following with regard to the causes of conflict in a business . Choose your answers from the concepts below**

backgrounds	behaviour	changes	communication	deadlines
workload	Personality	procedures	stress	teamwork

#	Statements	Answers
1	Lack of proper ... between leaders and members.	
2	Differences in ... , cultures, values, beliefs, and language	
3	Unfair ... among the employees.	
4	... differences between groups and individuals.	
5	Stress that is not … can cause unhappiness and lead to more stress.	
6	Confusion about scheduled and ...	
7	Ignoring rules and ... …	
8	Misconduct and unacceptable ...	
9	Constant ... in the workplace.	
10	Lack of ... between the employees.	

5.5 The function of workplace forums

	**5.4.1**	**Complete the following with regard to the function of workplace forums . Choose your answers from the concepts below**

retrenching	decisions	co-operation
consensus	decision-making	workplace

#	Statements	Answers
1	Prevent unilateral ... made by employers on issues affecting the employees.	
2	Encourages workers' participation in ...	
3	Have the right to be consulted by an employer on ... of workers	
4	Promote the interests of all employees in the ...	
5	Enhance efficiency in the workplace through ...	
6	Consulted by an employer and reach ... about working conditions	

5.6 The difference between trade unions and workplace forums

Trade Union	Workplace Forum
• Negotiates salaries and wages	• Does not deal with remuneration
• Can organize strikes	• Cannot organize strikes
• Legal entity that can sue or be sued	• Not a legal entity
• Exclusive to union members	• Open to both union and non-union members

ACTIVITY	**5.5**	**Complete the following activity based on Conflict Management**

5.5.1 Define the term conflict (2)

5.5.2 Read the following scenario and answer the questions that follow.

CHEEKY CHOCOLATES (CC)

Cheeky Chocolates employs 200 people. The employees are not happy about the shortage of resources. There is also a lack of communication between management and staff. Management suggested that they use a workplace forum to resolve the conflict in the workplace.

5.5.2.1 Quote TWO causes of conflict from the above scenario. (2)

5.5.2.2 Explain other causes of conflict at the workplace. (8)

5.5.2.3 Discuss the functions of workplace forums. (4)

6. INTRODUCTION TO THE HUMAN RESOURCE FUNCTION

At the end of this topic, learners should be able to:

- Explain the role of the human resources function.
- Define/Elaborate on the meaning of recruitment
- Outline/Explain/Discuss the recruitment procedure.
- Discuss/Explain the components of job analysis
- Differentiate/Distinguish between job description and job specification as components of job analysis
- Explain/Discuss the internal and external methods of recruitment.
- Outline/Explain/Discuss the selection procedure.
- Outline/Explain/Discuss the purpose of an interview
- Outline/Explain/Discuss the role of the interviewer during the interview.
- Name/ Outline aspects/content of the employment contract.
- Outline/Explain/Discuss the legalities/legal requirements of an employment contract
- Analyse an employment contract from given scenarios and make recommendations for improvement.
- Define/Elaborate on the meaning of induction.
- Outline/Explain/Discuss the purpose of induction.
- Elaborate on the meaning of placement
- Outline/ Explain/Discuss the placement procedure
- Outline/Explain/Discuss different system of salary determination methods e.g., piecemeal, and time-related
- Distinguish between piecemeal and time-related salary determination methods.
- Outline/Mention/Explain employee benefits.

Key Concepts

- **Recruitment:** refers to finding an applicant with the skills necessary for the job.
- **Selection:** means verifying the candidate's qualifications and training, credit history and criminal record, and contacting references.
- **Contracts:** refers to a formal, legal, and binding agreement between two people or between an employer and employee.
- **Induction:** the process in which successful candidates are introduced to their new workplace and colleagues.
- **Placement:** the successful applicant is contacted by the HR department, offered a job, and a contract is drawn up.
- **Salaries:** a fixed monthly payment is made by an employer to an employee in exchange for work done.
- **Benefits:** paid to employees by employers and are additional amounts of money.
- **Internal recruitment:** the process of recruiting suitable candidates inside an organisation to fill positions.
- **External recruitment:** the process of recruiting suitable candidates outside an organisation to fill positions.
- **Interviewer:** the individual that holds the interview conversation with a prospective employee.
- **Employment contract:** the contract of employment signed between the employer and employee when the candidate is appointed to a position.
- **Gross salary:** refers to an employee's salary before any deductions are made and paid into their bank accounts.
- **Net salary:** refers to an employee's take-home salary after all deductions are made.
- **Piecemeal related salary:** monies that workers are paid according to the number of items or units produced.
- **Time–related salary:** monies that workers are paid for their time spent at work.
- **BCEA:** Basic Conditions of Employment Act
- **EEA:** Employment Equity Act
- **COIDA:** Compensation for Injuries and Disease Act

Introduction

This function ensures that vacant positions within the business are filled with suitably qualified candidates. The human resources function is required to comply with legislation when making appointments and managing the employees in the workplace. We will provide a detailed description of the implications of recent legislation on the human resources function.

You must ensure that you understand this topic very well as it is also covered in Grade 12.

6.1 Role of the Human Resources Function (HRF)

	**6.1.1**	**Complete the following with regard to the role of the HRF . Choose your answers from the concepts below**

Conditions of service	employed	critical
right	employees	

#	Statements	Answers
1	The Human Resources Function plays a ... role in every organisation.	critical
2	The HRF deals with all aspects within an organisation that relates to ...	employees
3	It is important that the HRF ensures that the ... employees are appointed in critical positions.	right
4	Once … the HRF must ensure that the employees know what are ... of them.	employed
5	Human Resources Function must also ensure that the employee's ... and labour rights are adhered to	conditions of service

6.2 The meaning of recruitment

This is the process that is used by businesses to identify vacant positions within the business.
The aim is to attract candidates with the prerequisite qualifications, knowledge, and experience so that they may be appointed in the vacant position

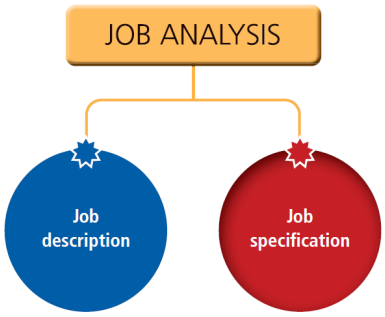
6.3 The Recruitment procedure

	**6.3.1**	**Complete the following with regard to the recruitment procedure. Choose your answers from the concepts below**

job description	candidate	recruitment
vacant	job analysis	job specification

#	Statements	Answers
1	The recruitment procedures commence with the preparation of a ...	
2	The ... is prepared by the human resources manager (HRM) to identify the recruitment needs of the business.	
3	In order to attract suitable applicants to the business, the HRM specifies the requirements and key performance areas of the vacancy in the ...	
4	The HRM then decides on the method of recruitment that will be used by the business to ensure that the most suitable candidate is found for the ... position.	
5	Either internal or external ... may be selected.	
6	Should the business not find a suitable ... through internal recruitment, the HRM will prepare to recruit a suitable candidate through external recruitment.	

6.4 Components of Job analysis



6.5 Difference between a job description and a job specification

	Job description	Job specification
Description	• A documented description of the position and the work or duties to be performed.	• A documented description of the prerequisite skills, qualifications, and experience needed for the position.
Nature of Position	• Describes the nature, type of duties, and responsibilities associated with a specific position.	• Describes the personal qualities, skills, and qualifications required for a specific position.
Key Areas and Duties	• Specifies key performance areas and duties for a certain position, including job title and working conditions.	• Specifies key aspects such as qualifications required, unusual work requests, and willingness to travel.

6.6 Methods of recruitment

	Internal recruitment	External recruitment
Description	• Process of advertising vacant positions within the business internally	• Process of advertising vacant positions outside the business externally

	**6.6.1**	**Complete the following with regard to methods of recruitment. Indicate which of the sources refers to internally or external recruitment**

#	Sources	Answer
1	Internal e-mails, intranet, websites to staff	
2	Professional associations	
3	Networking	
4	Notice board of the business	
5	Recruitment agencies	
6	Printed media (e.g., newspapers, flyers)	
7	Word of mouth	
8	Social media, social networks, business websites	
9	Employee recommendations/referrals	
10	Head-hunting within the organization	
11	Billboards	
12	Electronic media (e.g., radio, TV)	

6.7 Selection procedure

	**6.7.1**	**Complete the following with regard to the selection procedure. Indicate the steps of the selection procedure in chronological order**

#	Selection Procedure	Steps
1	Preliminary interviews are conducted if many suitable applications were received.	
2	Reference checking takes place to verify the information on the CV.	
3	Compile a shortlist of potential candidates identified.	
4	Shortlisted candidates may be subjected to various types of selection tests e.g., skills tests.	
5	Application forms/curriculum vitae and certified copies of personal documents/IDs/proof of qualifications are received.	
6	Screen/determine which applications meet the minimum job requirements and separate these from the rest.	
7	A written offer of employment is made to the candidate selected after the interview process.	
8	Invite shortlisted candidates for an interview.	

6.8 Purpose of an interview

	**6.8.1**	**Complete the following with regard to the purpose of an interview. Choose your answers from the concepts below.**

temperament	information	candidate
matches	selecting	suitability

#	Statements	Answers
1	Assess the general character, strengths, and weaknesses of the ...	
2	Determine the candidate's ... for the position based on his/her skill, experience, and qualifications.	
3	Assist the employer in … the most suitable candidate.	
4	Ensure that the information supplied by the candidate matches the … of the position.	
5	Provides the employer with the opportunity for ... sharing between the business and the candidate.	
6	Assess the suitability of a candidate for the vacant position by evaluating his/her ...	

6.9 The role of the interviewer during the interview

	**6.8.1**	**Complete the following with regard to the role of the interviewer during the interview . Choose your answers from the concepts below.**

thanking	panel	time	questions	interviewee
questions	responses	misled	purpose	

#	Statements	Answers
1	Ensure that each candidate is allocated the same amount of ... for their interviews.	
2	Ensure that members of the interviewing ... are introduced to the interviewee at the commencement of the interview.	
3	Make the ... feel at ease.	
4	Explain the ... of the interview to the interviewee and interview panel.	
5	Pose the same ... to all interviewees.	
6	Record the ... of the interviewees for future reference or should a dispute arise.	
7	Ensure that the interviewee is not ... deliberately.	
8	Provide an opportunity for the interviewee to ask ...	
9	Conclude the interview by ... the interviewee for attending the interview.	

6.9 Content of an Employment Contract

ACTIVITY	**6.9.1**	**Complete the following with regard to the Content of an Employment Contract . Choose your answers from the concepts below.**

Working	Place	Period	position	description
Signatures	remuneration	Probation	address	specification

#	Statements	Answers
1	The employers' details such as name, ...	address
2	Personal details relating to the employee's ...	remuneration
3	Job title and job …	position
4	Job ... for example, duties, working conditions	description
5	Job ... for example, formal qualifications, willingness to travel.	specification
6	... of contract, details of termination, date of employment, the commencement of employment.	Period
7	... period (if applicable) and for how long.	Probation
8	... hours, for example, normal time, overtime.	Working
9	... where the employee will spend most of his/her working time.	Place
10	... of the employer and employee.	Signatures

6.10 Legal requirements of an employment contract

ACTIVITY	**6.10.1**	**Complete the following with regard to the legal requirements of an employment contract. Choose your answers from the concepts below.**

parties	changes	terms
signed	ethics	renegotiated

	Statements	Answers
1	Both the employer and employee should agree to any ... to the contract.	
2	During the employment term, aspects of the contract can be ... if necessary.	
3	No changes may be made to the employment contract by any of the ...	
4	The contract must be ... by both the employer and employee.	
5	A code of conduct and ... should be included in the employment contract.	
6	The ... and conditions of the contract must be explained to the employee.	

ACTIVITY	**6.10.2**	**Complete the following with regard to Recruitment and Selection.**

6.10.2.1 Choose the correct answer and write only the letter (A – D) next to the question number, for example, 1.1.6 D.

6.10.2.1.1 The procedure where all CVs received are evaluated against predetermined criteria:

A. training
B. selection
C. placement
D. recruitment

6.10.2.1.2 Sloane Sweets listed the qualifications and experience required in their job advertisement; this is known as …

A. job analysis.
B. job description.
C. job specification.
D. selection.

6.10.2.1.3 The role of the interviewer during the interview is to …

A. mislead the interviewee deliberately.
B. explain how he/she has dealt with past mistakes.
C. introduce members of the interviewing panel to the interviewee.
D. know his/her strengths and weaknesses and be prepared to discuss them.

6.10.2.1.4 The filling of vacancies in a business with existing employees is known as …

A. advertising.
B. internal recruitment.
C. external recruitment.
D. job specification.

6.10.2.1.5 Sparks Furniture Store makes use of external recruitment by advertising vacant job positions in …

A. internal emails.
B. Sunday newspapers.
C. intranet.
D. company newsletters. **(10)**

HELPFUL TIPS	**Consider the following when answering Multiple Choice Questions:** • Read through the statement and all the options. • The FOUR options from which you must select the correct answer has the following elements: » TWO obviously incorrect answers » ONE distractor/that is very close to the correct answer » ONE correct answer. • Underline the key words in the statement. • Cross out the TWO obviously incorrect answers. • Read through the statement and remaining options again. • Choose the correct answer from the remaining options • Do not leave any answers blank.

6.11 Meaning of Induction

- New employees are familiarised with their new physical work environment, organisational culture, products, and services. New employees are informed about the processes or procedures of the business.
- Ensure that the employee has the basic knowledge of what is to be expected from him/her in the job, and that they
- understand their roles and responsibilities in the new job.

6.12 Purpose of Induction

	**6.12.1**	**Complete the following with regard to the Purpose of Induction. Choose your answers from the concepts below.**

structure	colleagues	workspace
tour	anxiety	work environment

#	Statements	Answers
1	New employees are introduced to management and …	
2	New employees are welcomed by introducing them to their physical ...	
3	A ..., layout of the building maps, and other general information should be given to new employees on arrival.	
4	Ensure that new employees are aware of and familiar with the organisational ... and to whom they report.	
5	Allowances should be made for questions from new employees so that their …levels may be reduced.	
6	To ensure that the employees settle into their ... and become industrious as soon as possible.	

6.13 Meaning of Placement

- Candidates who are successfully selected are placed in the vacant position where they will be effective and add the most value to the business.
- The selected candidate is allocated to a specific position.
- The prerequisite qualifications, skills, and personality of the selected candidate are matched to the requirements of the job.

6.14 Placement procedure

ACTIVITY	**6.14.1**	**Complete the following with regard to the Placement Procedure. Choose your answers from the concepts below.**

psychometric	competency	responsibilities

#	Statements	Answers
1	The employer should stipulate the ... and expectations of the new position for the employee.	
2	The employer will determine through ... testing the strengths, weaknesses, skills and interests of the new employee.	
3	Matching the expectation of the position and the ... and ability of the employee needs to be done by the employer.	

ACTIVITY	**6.14.2**	**Complete the following activity based on Induction and Placement**

6.14.2.1 Read the scenario below and answer the questions that follow:

BUBBLES FURNITURE STORE (BFS)

Sive is the newly appointed operations manager at Bubbles Furniture Store. The human resource manager introduced Sive to his fellow colleagues and gave him a tour of the business premises.

6.14.2.1.1 Identify the human resource activity applicable in the scenario above. (2)

6.14.2.1.2 Quote TWO purposes of the human resource activity identified in **QUESTION 6.14.2.1.1** (2)

6.14.2.1.3 Explain other purposes of the human resources activity identified in **QUESTION 6.14.2.1.1** (6)

6.14.1.2 Advise the management of BFS on the placement procedure. (6)

6.15 Salary determination methods

PIECEMEAL	TIME-RELATED
With this salary determination method, workers are paid according to the the number of items or units produced , for example, a worker will be paid for how many pairs of takkies they have produced for the day. 	With reference to the time-related method, workers are paid for the time that they spend at work or on a task. 

6.15.1 Differences between piece-meal and time related salary determination Methods

Piece-meal	Time related
According to the number of items/units produced/action performed	For time spent at work or working on a task
Quantity of work done	Hours worked
Varies based on productivity and output	Based on salary scales, regardless of work quantity
Factories, particularly in the textile or technology sectors	Private and public-sector businesses

6.16 Meaning of Employee benefits

- There are two types of employee benefits namely, compulsory, and non-compulsory benefits.
- It is compulsory for all businesses to contribute towards the employees' Unemployment Insurance Fund/(UIF). Non-compulsory benefits are benefits that employees receive but do not form part of the employees' primary remuneration package. This is known as fringe benefits or perks.

6.16.1 Examples of employee benefits

Allowances	Funeral benefits
Performance-based incentives	Issuing of bonus shares
Staff discounts	Pension/provident fund
Medical aid	Unemployment Insurance Fund
Housing allowance	

ACTIVITY	**6.15**	**Essay on Human Resource Function**

QUESTION 1: BUSINESS OPERATIONS (HUMAN RESOURCE FUNCTION)

Businesses follow the recruitment procedure to fill vacant positions in the workplace. Some businesses prefer to use internal recruitment, while others external recruitment. The interviewer should be well conversant with his/her role as an interviewer. Businesses should also induct new employees.

Write an essay on recruitment, interview and induction in which you include the following aspects:

• Outline the recruitment procedure as a human resources activity .
• Explain the differences between internal and external recruitment.
• Discuss the role of the interviewer during the interview.
• Advise businesses on the purpose of induction. **[40]**

Acknowledgement of sources:

2022 DBE Gr 11 Business Studies Learner Book