

**HOëRSKOOL JOHAN JURGENS**  
**GRADE 12 BUSINESS STUDIES**



TERM 1 CYCLE TEST

19 FEB 2026

TOTAL: 100 MARKS

TIME: 1.5 HOURS

EXAMINER: L. KRIEK

MODERATOR: K. POTGIETER

**MARKING GUIDELINE**

**SECTION A (COMPULSORY)**

**QUESTION 1**

1.1.1) C✓✓

1.1.2) A

1.1.3) B

1.1.4) A

1.1.5) D

(5X2=10)

1.2.1) learnership✓✓

1.2.2) Human Resource Development Strategy

1.2.3) skills development levy

1.2.4) equity

1.2.5) placement

(5X2=10)

**TOTAL SECTION A: 20**

## SECTION B

**NOTE:** Mark **ONLY THE FIRST TWO** questions from this section.

### QUESTION 2: BUSINESS ENVIRONMENTS

**2.1 List any THREE consumer rights as stipulated in the Consumer Protection Act.**

- ✿ Right to choose✓
- ✿ Right to privacy✓
- ✿ Right to fair and honest dealings✓
- ✿ Right to disclosure and information
- ✿ Right to fair and responsible marketing
- ✿ Right to accountability from suppliers
- ✿ Right to fair/just/reasonable terms and conditions
- ✿ Right to equality in the consumer market
- ✿ Right to fair value/good quality and safety

**NOTE: MARK THE FIRST THREE ONLY.**

**(3)**

**2.2 Outline the role of SETA's.**

- Report to the Director General.✓✓
- Promote and establish learnerships.✓✓
- Collect levies and pay 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/training providers.
- Identify suitable workplaces for practical work experience.
- Oversee training in different sectors of the South African economy.
- Develop sector 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 businesses that are complying with the requirements of the Skills Development Act.

**Any (2 x 2) (4)**

**2.3 Identify the pillar of the Broad-Based Black Economic Empowerment Act:**

2.3.1 Enterprise and supplier development/ESD ✓✓

2.3.2 Ownership ✓✓

(4)

**2.4.1 Quote ONE action that can be regarded as discriminatory according to the Act mentioned in the scenario.**

(1)

- ✓ The management of NHS provided the Commissioner with false information regarding serious accidents that took place in the business. ✓
- ✓ They also bribed one of their employees not to report injuries sustained while performing his duties. ✓

**NOTE: MARK THE FIRST ONE ONLY.**

**2.4.2 Explain ONE other action that can be regarded as discriminatory.**

- Refusing to lodge the claims ✓ of domestic workers. ✓
- Deliberately contributing the incorrect amounts to the Compensation Fund, ✓ which prevents employees from receiving compensation. ✓
- Employers who do not allow claims for injuries ✓ discriminate against injured employees. ✓
- Employers that take too long ✓ to process claims ✓/delay the claiming process. ✓
- Failing to disclose all information to the Compensation Board ✓ when accidents or injuries occur for specific employees. ✓
- Compensation that is set off against any debt of the person ✓ entitled to the compensation. ✓

**NOTE: MARK THE FIRST ONE ONLY.**

**NOTE: DO NOT AWARD MARKS FOR RESPONSES QUOTED FROM THE SCENARIO.**

(2)

**2.5 Discuss TWO types of provisions of the Basic Conditions of Employment Act.**

- **Hours of work/Work hours** ✓✓
  - Employees are not allowed to work for more than 45 hours per week. ✓
  - Employees may work 9 hours a day if they work five days or less per week.
  - Employees may work 8 hours a day if they work more than five days a week.
  - Night work performed by employees after 18:00 and before 6:00 the following day should be done by agreement, and employees 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.

**Name: 2**  
**Explanation: 1**  
**Sub max: 3**

- **Overtime**√√

- Employees cannot be forced to work overtime but must agree to work overtime. √
- Employees cannot work more than 3 hours overtime per day or 10 hours per week.

**Name: 2**  
**Explanation: 1**  
**Sub max: 3**

- **Meal breaks and rest periods**√√

- Employees must have a meal break of 60 minutes after five continuous hours of work.√
- The meal breaks can be reduced to 30 minutes/half an hour by a mutual written agreement when employees work less than 6 hours per day.
- Employees must have a daily rest period of 12 continuous hours/a weekly rest period of 36 continuous hours, which must include Sundays.

**Name: 2**  
**Explanation: 1**  
**Sub max: 3**

- **Termination of employment**√√

- A contract of employment may only be terminated following 1 weeks' notice if the employee has been employed for six months or less.√
- A minimum of 4 weeks' notice must be given if the worker has been employed for a year or longer.
- The employee must be given formal notice in writing if the employer has terminated the contract, similarly, the employee must give the employer formal notice in writing for terminating the contract.
- An employee who is retrenched/ dismissed for restructuring reasons is entitled to one week's severance pay for every year of service.

**Name: 2**  
**Explanation: 1**  
**Sub max: 3**

- **Public holidays** √√

- Employees must be paid for any public holiday that falls on a working day. √
- Employees may work on public holidays when there is a mutual agreement, and they are paid 2 times/twice/double their normal rate.

**Name: 2**  
**Explanation: 1**  
**Sub max: 3**

- **Child and forced 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.

**Name: 2**  
**Explanation: 1**  
**Sub max: 3**

- **Types of Leave**

- **Annual leave** √√

Employees are entitled to:

- 21 consecutive days of annual leave per year or one day for every 17 days worked, one hour for every 17 hours worked. √
- An employer can only pay a worker in lieu/instead of granting leave if that worker leaves the job/ terminates the employment contract.
- Annual leave must be granted within six (6) months after the leave cycle ends.

- **Sick leave** √√

**Employees are entitled to:**

- 30 days//6 weeks paid sick leave in a 3 year/ 36-month cycle. √
- 1 day paid sick leave for 26 days worked during the 6 months of employment.
- A medical certificate may be required before paying an employee who is absent for more than 2 consecutive days/who is frequently absent. Thereafter, they may take all 30 days of sick leave, provided they meet the legal requirements.

- **Maternity/Adoptive leave** √√

- Pregnant employees are entitled to 4 consecutive months of maternity leave. √
- Pregnant employees are prevented from performing work that may be hazardous to themselves and the unborn child.
- The starting date is usually any time from four weeks before the expected date of birth or on the advice of a doctor/midwife.

- **Parental leave**√√

- An employee irrespective of gender, who is a parent, is entitled to 10 consecutive days of parental leave after the birth of his/her child.√
- Parental leave is unpaid, but the employee/parent may claim from the Unemployment Insurance Fund/UIF.
- The employer must be informed/notified at least one month before the expected due date of birth.
- Adoption leave applies to the adoption of a child below the age of 2 years.
- One parent of the adopted child is entitled to 10 weeks of adoption leave to take care of the child, while the other parent is entitled to 10 consecutive days of normal parental leave.
- Commissioning parental leave is only applicable to surrogate motherhood where one parent is entitled to 10 weeks of commissioning parental leave to take care of the child, while the other parent is entitled to 10 consecutive days of normal parental leave.

- **Family responsibility leave** √√

- An employee may receive 3 to 5 days paid leave per year on request, in the event of the death of the employee's spouse/life√ partner/parent/adoptive parent/ grandparent/child/adoptive child/grandchild/sibling.
- An employer may require reasonable proof before approving this type of leave such as a death certificate of the family member whose funeral will be attended.

**Name: 2**  
**Explanation: 1**  
**Sub max: 3**

- **NOTE: LEAVE COUNTS AS ONE.**
- **NOTE: MARK THE FIRST TWO PROVISIONS ONLY.**

**(Any 2 x 3) (6)**

**[20]**

## QUESTION 3: BUSINESS OPERATIONS

### 3.1 State any THREE legal requirements of an employment contract. (3)

- The employer and employee/Both parties must sign the contract. ✓
- Employer and employee must agree to any changes to the contract. ✓
- No party may unilaterally change aspects of the employment contract. ✓
- The remuneration package/including benefits must be clearly indicated.
- The employment contract may not contain any requirements that conflict with with the BCEA.
- The employment contract should include a code of conduct and code of ethics.
- Aspects of the employment contract can be renegotiated during employment.
- The employer must explain the terms and conditions of the employment contract to the employee.
- Conditions of employment/duties/responsibilities of the employees must be stipulated clearly.
- 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.

**NOTE: MARK THE FIRST THREE ONLY.**

### 3.2.1 Identify the method of recruitment used by EF. Motivate your answer by quoting from the scenario. (3)

External recruitment ✓✓

EF advertised the vacancy through a recruitment agency, and they invited shortlisted candidates for an interview. ✓

### 3.2.2 Discuss the impact of the method identified in Question 3.2.1.

Positives/advantages:

- New candidates bring new talents/ideas/experiences/skills✓ into the business✓ / Increase in productivity✓ may occur as the new workers adds value to the business. ✓
- There is a larger pool of candidates✓ from which to choose✓
- It may help the business to meet affirmative action✓ and BBBEE targets✓
- Minimises unhappiness/conflict✓ amongst current employees who may have applied for the post ✓

- There is a better chance of getting a suitable candidate with the required skills/qualifications/competencies ✓ who does not need much training/development which reduces costs ✓

**AND/OR**

Negatives/disadvantages:

- Information on CVs/referees ✓ may not be reliable ✓
- Many unsuitable applications ✓ can slow down the selection process ✓
- New candidates generally take longer to adjust ✓ to a new work environment ✓
- External sources can be expensive ✓ e.g. recruitment agencies' fees/advertisements in newspapers/magazines ✓
- External recruitment may limit promotion/growth opportunities for existing employees ✓ that could lead to resentment ✓
- The selection process may not be effective ✓ as an incompetent candidate may be chosen ✓
- Recruitment process takes longer ✓ as background checks must be conducted ✓ / is time consuming ✓ due to the lengthy process of finding suitable candidates ✓
- In-service training may be needed ✓ which decreases productivity during the time of training ✓

**(Any 3 x 2) (6)**

**3.3 Differentiate between *piecemeal* and *time-related* salary determination methods.**

PIECE-MEAL	TIME-RELATED
★ Workers are paid according to the number ✓ of items/ units produced /actions performed ✓	• Workers are paid for the amount of time ✓ they spend at work/on a task ✓
★ Workers are not remunerated for the number of hours worked ✓ regardless of how long it takes them to make the items ✓	• Workers with the same experience/qualifications are paid on salary scales ✓ regardless of the amount of work done ✓
★ Mostly used in factories ✓ particularly in the textile/technology industries ✓	• Many private and public sector businesses ✓ use this method ✓

**(Any 2 x 2) (4)**

**3.4 Outline the aspects that should be included in an induction programme.**

- Safety regulations and rules.√√
- Overview of the business.√√
- Tour of the premises.
- Information about the business products/services.
- Discussion of the employment contract and conditions of service.
- Discussion of employee benefits.
- Introduction to key people and immediate colleagues.
- Meeting with senior management who will explain the company's vision/value descriptions/daily tasks.
- Conditions of employment, e.g. working hours/leave application process/disciplinary procedures.
- Administration details on systems/processes/logistics.
- Discussion of personnel policies, e.g. making private phone calls/using the Internet.
- Corporate social responsibility programmes.

**(Any 2 x 2) (4)**

**[20]**

## QUESTION 4

### BUSINESS ENVIRONMENTS

#### 4.1 Name FOUR consumer rights of the National Credit Act. (4)

- Refuse a credit limit increase. ✓
- Obtain reasons for credit being refused. ✓
- Apply for credit and to be free from discrimination. ✓
- Access and challenge credit records and information. ✓
- Receive protection of their personal information.
- Receive information in plain and understandable language.
- Receive documents/statements as required by the Act.
- Receive pre-agreement documentation/credit quote that is valid for 7 days before concluding any credit transaction.
- Fair and responsible marketing by the credit provider.
- Surrender/Return goods to the credit provider in order to settle the outstanding amount/debt.
- Apply for debt review/counselling if the consumers cannot afford to repay their debts.
- Receive protection from being held accountable for the use of their credit facility after they reported the loss/theft.

**NOTE: MARK THE FIRST FOUR ONLY.**

#### 4.2 Describe ways in which businesses can comply with the Employment Equity Act.

- Businesses should guard ✓ against discriminatory appointments. ✓
- Employees are paid equally ✓ for work of equal value. ✓
- Implement an employment equity plan ✓ as required the Act. ✓
- Implement affirmative action measures ✓ to redress disadvantages experienced by designated groups ✓ / Accommodate people from different ✓ designated groups. ✓
- Ensure that there is equal representation ✓ of all racial groups at every level of employment. ✓
- Compile employment equity plans ✓ that indicate how they implement affirmative action. ✓
- Prepare an employment equity plan ✓ in consultation with employees. ✓
- Ensure that diversity/inclusivity ✓ in the workplace is achieved. ✓
- Ensure that affirmative action measures ✓ promote diversity in the workplace. ✓
- Ensure that the workplace represents the demographics ✓ of the country at all levels. ✓
- Submit the employment equity plan ✓ to the Department of Labour. ✓
- Assess the racial composition of all employees ✓ including senior management. ✓
- Clearly define the appointment process ✓ so that all parties are well informed. ✓

- Conduct medical/psychological tests fairly ✓ to employees/when deemed necessary. ✓ / Use certified psychometric tests to assess applicants/employees ✓ to ensure that suitable candidates are appointed. ✓
- Assign one or more senior managers ✓ to ensure the implementation and monitoring of the employment equity plan. ✓
- Eliminate barriers ✓ that have an adverse impact on designated groups. ✓
- Retain/Develop/Train designated groups, ✓ including skills development. ✓
- Regularly report to the Department of Labour ✓ on progress in implementing the plan. ✓
- Display a summary of the Act ✓ where employees can clearly see/have access to the document. ✓
- Restructure/Analyse current employment policies ✓ /practices/procedures to accommodate designated groups. ✓

**(Any 3 x 2) (6)**

## **BUSINESS OPERATIONS**

**4.3.1 Identify TWO components of a job analysis from the scenario above. Motivate your answer by quoting from the scenario.**

<b>COMPONENTS OF A JOB ANALYSIS</b>	<b>MOTIVATIONS</b>
1. Job description ✓✓	One of the accountant's duties will be to draw up financial statements ✓
2. Job specification ✓✓	The advertisement stated that the prospective candidate should have a relevant accounting degree ✓
(4)	(2)

**(6)**

**4.4 Explain the reasons for terminating an employment contract.**

- Incapacity to work ✓ due to illness/injuries. ✓
- By mutual agreement ✓ between the employer and employee. ✓
- The duration of the employment contract ✓ expires/comes to an end ✓
- The employer may dismiss an employee ✓ for a valid reason(s), e.g. unsatisfactory job performance, misconduct. ✓
- Employer may no longer have work ✓ for redundant employees ✓ / cannot fulfil the contract/is restructuring. ✓
- The employer may retrench some employees ✓ due to insolvency ✓/ may not be able to pay the employees. ✓
- Employees decided to leave / resigning voluntarily ✓ for better job opportunities. ✓
- An employee may have reached the pre-determined age ✓ for retirement. ✓

**NOTE: REQUIRED TO PROVIDE DETAILED RESPONSES, NO MARKS  
WILL BE AWARDED FOR NAMING ONLY.**

**(Any 2 x 2) (4)  
[20]**

**TOTAL SECTION B: 40**

### **SECTION C**

Answer ANY ONE question in this section.

#### **QUESTION 5: BUSINESS ENVIRONMENT: LEGISLATION**

The relationship between employers and employees is guided by the Labour Relations Act (LRA), 1995 (Act 66 of 1995). Businesses who do not comply with this Act may face penalties.

#### **Introduction:**

- The LRA plays a vital role in promoting fairness, equality and stability in the South-African workplace ✓
- It provides a legal framework that regulates the relationship between employers and employees while protecting the rights of workers ✓
- It encourages effective dispute resolution between employers and employees ✓
- *Any other relevant introduction related to the rights of employees/employers, purpose of the LRA, impact of LRA and ways how to comply with the Act.*

**Any 2 x 1 (2)**

## **Rights of employers and employees:**

### **Rights of employers:**

Employers have the right to:

- form employer organisations to represent them in labour related matters. ✓✓
- form a bargaining council for collective bargaining purposes.
- lockout employees who engage in labour action/ an unprotected/illegal strike.
- dismiss employees who are engaged in an unprotected strike/misconduct such as intimidation/violence during strike action.
- not pay/remunerate an employee who has participated in a protected strike for services/work they did not do during the strike.

**Sub max 8**

### **Rights of employees:**

Employees have the right to:

- join a trade union of their choice. ✓✓
- 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.
- 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.
- establish a workplace forum where a business has 100 or more employees to resolve work-related issues.

**Sub max 8**

**Max (16)**

### **The purpose of the LRA:**

- Provides a framework/structure for labour relations ✓ between employers/employees/trade unions/employers organisations. ✓
- Promotes/Facilitates collective bargaining ✓ at the workplace/at sectorial level. ✓
- Promotes workplace forums ✓ to accommodate employees in decision making. ✓
- Provides for the right to lock-out by the employer ✓ as recourse to lengthy strikes. ✓
- Promotes fair labour practice ✓ between the employers and employees. ✓
- Promotes simple procedures for the registration ✓ of trade unions/employer organisations. ✓
- Clarifies the transfer of employment contracts ✓ between the existing and new employers. ✓
- Advances economic development/social justice/labour peace ✓ to ensure that the workplace maintains the basic rights of employees. ✓

- Establishes the Commission for Conciliation, Mediation and Arbitration/CCMA ✓ for dispute resolutions. ✓
- Establishes Labour Courts ✓ and Labour Appeal Courts. ✓

**Max (10)**

## **Impact of the LRA:**

### ***Positives/Advantages***

- \* Promotes a healthy relationship ✓ between the employer and employees. ✓
- \* Protects the rights of businesses ✓ in labour relations issues. ✓
- \* Labour disputes are settled quicker ✓ and are less expensive. ✓
- \* Workplace forums can add value to businesses ✓ if it functions properly. ✓
- \* Protects employers who embark on lawful lockouts ✓ when negotiations between parties fail. ✓
- \* LRA provides for the principles of collective bargaining ✓ and puts structures in place with which disputes in the workplace can be settled. ✓
- \* Provides sound dispute resolution processes ✓ through consensus between organised labour, businesses, and the state. ✓
- \* Provides specific guidelines for employers ✓ on correct and fair disciplinary procedures. ✓
- \* Employers and employees have guidelines ✓ regarding correct and fair dismissal procedures. ✓
- \* Provides a mechanism/framework ✓ such as statutory councils/collective bargaining/CCMA. ✓
- \* Employers are entitled to compensation from the Labour Court ✓ if they suffered damages as a result of unprotected strikes. ✓

**Sub max 6**

### ***AND/OR***

### ***Negatives/Disadvantages***

- \* Reduced global competitiveness ✓ due to lower productivity. ✓
- \* Productivity may decrease ✓ if employees are allowed to participate in the activities of trade unions during work time. ✓
- \* Costs of labour increases ✓ because of legal strikes. ✓
- \* Employers may not get a court interdict ✓ to stop a strike. ✓
- \* Employers may have to disclose information about workplace issues ✓ to union representatives that could be the core of their competitive advantage. ✓
- \* Employers may not dismiss employees at will, ✓ as procedures have to be followed. ✓
- \* Many employees take advantage of the right to strike ✓ without acknowledging their responsibilities. ✓

- \* Many employees and employers do not understand/respect ✓ the Labour Relations Act. ✓
- \* Strike actions always result in loss of production ✓ for which employers may not claim. ✓
- \* Some trade unions may not promote the mandate of their members ✓ but embark on industrial action, which is harmful to labour relations between employers and employees. ✓
- \* Some businesses may feel that the LRA gives employees too much power ✓ as it creates lengthy procedures such as consulting with workplace forums. ✓
- \* Labour disputes and bargaining council processes become disruptive/time-consuming ✓ and can lead to a decrease in productivity/profitability in businesses. ✓

**Sub max 6**  
**Max (12)**

### **Ways how businesses can comply with the Act:**

- o Fairness should be promoted, and employees should not be unfairly/illegally dismissed. ✓✓
- o Support the establishment/formation of trade unions/workplace forums to enhance labour peace in the workplace.
- o Any agreements made during collective bargaining should not be ignored/ breached by employers.
- o Businesses must allow employees to form trade unions/participate in union activities/legal strikes.
- o Disclose all relevant information required by trade union representatives to do their jobs effectively.
- o Display a summary of the LRA in the workplace where it is visible to all employees.
- o (Any 4)

**Max (8)**

### **Conclusion:**

- The LRA plays a crucial role in maintaining fair and balanced relationships between employees and employers. ✓✓
- The LRA helps to prevent conflict in the workplace.
- It contributes to a more stable and productive working environment, which benefits the business as well as the economy.
- The LRA is therefore essential for building positive labour relations and ensuring long-term workplace harmony.
- *Any other relevant conclusion related to the rights of employees/employers, purpose of the LRA, impact of LRA and ways how to comply with the Act.*

**Any (1 x 2) (2)**  
**[40]**

## QUESTION 6: BUSINESS OPERATIONS: HUMAN RESOURCES

Delta Manufacturers has a vacancy for a sales executive. The HR manager implemented the selection procedure after compiling a job analysis. Prospective candidates were invited for an interview. An employment contract was offered to the successful candidate.

### Introduction:

- HR plays a vital role in the success of any organization.
- It is responsible for managing the most important asset of a business – its people.
- *Any other relevant introduction related to the selection procedure, role of the interviewer and interviewee during the interview, aspects of the employment contract and the impact of fringe benefits.*

**Any 2 x 1 (2)**

### Selection procedure:

#### OPTION 1

- Determine fair assessment criteria on which selection will be based. ✓✓
- Sort the received documents/CVs according to the assessment/selection criteria.
- Compile a shortlist of potential candidates identified.
- Invite shortlisted candidates for an interview.
- A written offer is made to the selected candidate.
- Applicants must submit the application forms/curriculum vitae and certified copies of personal documents/IDs/proof of qualifications.
- Screen/Determine which applications meet the minimum job requirements and separate these from the rest.
- Preliminary interviews are conducted if many suitable applications were received/to identify suitable applicants.
- Reference checks/Vetting process should be made to verify the content of CVs/regarding work experience/criminal records/qualifications.
- Shortlisted candidates may be subjected to various types of selection tests such as skills tests.
- Inform unsuccessful applicants about the outcome of their application. /Some advertisements indicate the deadline for informing only successful candidates.

OR

#### OPTION 2

- Receive documentation such as application forms and sort it according to the criteria of the job. ✓✓
- Evaluate CVs and create a shortlist/screen the applicants.
- Check information in the CVs and contact references.
- Conduct interviews with shortlisted candidates.

- o Offer employment in writing to the selected candidate(s).
- o Conduct preliminary sifting interviews to identify applicants who are not suitable for the job, although they meet all requirements.
- o Assess/Test candidates who have applied for senior positions/to ensure the best candidate is chosen.

**Max (10)**

**Role of the interviewer during interview:**

- ❖ 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 to acquire good responses. ✓
- ❖ Explain the purpose of the interview ✓ to the panel and the interviewee. ✓
- ❖ Record interviewees' responses ✓ for future reference. ✓
- ❖ Do not misinform/mislead the interviewee ✓ by asking unrelated questions to the position. ✓
- ❖ Avoid discriminatory/controversial ✓ types of questions. ✓
- ❖ Provide an opportunity for the interviewee ✓ to ask questions about the position/job. ✓
- ❖ Close the interview ✓ by thanking the interviewee for attending the interview. ✓

**Sub max 6**

**Role of the interviewee during interview:**

- ❖ 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. ✓
- ❖ Show respect and treat the interview ✓ with its due importance. ✓
- ❖ Be honest about mistakes ✓ and explain how you dealt with them. ✓
- ❖ Know your strengths and weaknesses ✓ and be prepared to explain them. ✓
- ❖ Ask clarity seeking questions ✓ about the job/position offered. ✓
- ❖ Thank the interviewer for the opportunity given ✓ to be part of the interview. ✓

**Sub max 6**

**Max (12)**

**Aspects of the employment contract:**

- ✦ Personal details of the employee. ✓✓
- ✦ Details of the business/employer e.g. name/address, etc.
- ✦ Job title/Position
- ✦ Job description e.g. duties/ working conditions
- ✦ Job specification e.g. formal qualifications/willingness to travel.
- ✦ Date of employment/commencement of employment.
- ✦ Place where the employee will spend most of his/her working time.

- ✦ Hours of work, e.g. normal time/overtime.
- ✦ Remuneration, e.g. weekly or monthly pay.
- ✦ Benefits/Fringe benefits/Perks/Allowances.
- ✦ Leave, e.g. sick/maternity/annual/adoption leave.
- ✦ Employee deductions (compulsory/non-compulsory).
- ✦ Period of contract/Details of termination.
- ✦ Probation period.
- ✦ Signatures of both the employer and employee.
- ✦ List of documents that form part of the contract, e.g. appointment letter/code of conduct/ethics.
- ✦ Disciplinary policy, e.g. rules and disciplinary procedure for unacceptable behaviours

**Max (12)**

### **Impact of fringe benefits:**

#### *Positives/advantages*

- ✿ Improves productivity ✓ resulting in higher profitability. ✓
- ✿ Attractive fringe benefit packages ✓ may result in higher employee retention/reduce 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. ✓
- ✿ Businesses save money ✓ as benefits are tax deductible. ✓
- ✿ Fringe benefits can be used as leverage ✓ for salary negotiations. ✓

**Sub max 6**

*AND/OR*

#### *Negatives/Disadvantages*

- ✿ Businesses that cannot offer fringe benefits ✓ fail to attract skilled workers. ✓
- ✿ It can create conflict/lead to corruption ✓ if allocated unfairly. ✓
- ✿ Fringe benefits are additional costs ✓ that may result in cash flow problems. ✓
- ✿ Errors in benefit plans ✓ may lead to costly lawsuits/regulatory fines. ✓
- ✿ Decreases business profits ✓ as incentive/package/remuneration costs are higher. ✓
- ✿ Businesses which offer employees different benefit plans ✓ may create resentment. ✓ / Employees who receive less benefit ✓ may not be motivated resulting in lower productivity. ✓
- ✿ Administrative costs increase ✓ as benefits need to be correctly recorded for tax purposes. ✓
- ✿ Workers only stay with the business for fringe benefits ✓ and may not be committed/loyal to the tasks/business. ✓

- Businesses must pay advisors/attorneys ✓ to help them create benefit plans that comply with the law ✓

**Sub max 6  
Max (12)**

**Conclusion:**

- HR is a crucial function in any organisation because it focuses on the management and development of employees.
- HR ensures that workers are skilled, committed and productive.
- A well-managed HR department not only improves employee performance but also contributes to the long-term success and growth of the business.
- *Any other relevant conclusion related to the selection procedure, role of the interviewer and interviewee during the interview, aspects of the employment contract and the impact of fringe benefits.*

**Any (1 x 2) (2)  
[40]**

**TOTAL SECTION C: 40  
GRAND TOTAL: 100**