JENN

Training and Consultancy

The path to enlightened education

SUBJECT: BUSINESS STUDIES

GRADE 12

2026 LAST PSUH

QUESTION PAPER BANK

PAPER 1

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1. BUSINESS ENVIRONMENTS (115)	**BUSINESS OPERATIONS (115)**
1.1. Macro environment: Impact of recent legislation on business	2.1 Human resource's function
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CLASSIFICATION OF SUBTOPICS ACCORDING TO MAIN TOPICS

QUESTION 1	QUESTION 2	QUESTION 3	QUESTION 4	QUESTION 5	QUESTION 6
BUSINESS ENVIRON & BUSINESS OPERATIONS	BUSINESS ENVIRON	BUSINESS OPERATIONS	BUSINESS ENVIRON & BUSINESS OPERATIONS	BUSINESS ENVIRON	BUSINESS OPERATIONS
16+14 =30	40	40	20+20=40	40	40

KEY TAKEAWAYS FOR EXAM DAY

DOs

2. **Focus Your Revision:**

   Choose one Broad topic (Operations or Environments) & master it completely, while maintaining a solid working knowledge of the second broad topic so you can answer the miscellaneous Question **4** comfortably.

DONTs

1. **Avoid Answering Both Question 2 and Question 3:** If you attempt Questions 2 and 3, you split your focus across two entire broad topics.

   Answering **Question 4** alongside your primary strength (either Q2 or Q3) allows you to capitalize on your main topic

PACE YOURSELF

3. **Pacing & Time Management:** Always read through Section B carefully during reading time to check which combination (Q2 & Q4 OR Q3 & Q4) offers scenario questions you find easiest to extract quotes and facts from.

ANALYSIS OF THE ESSAY IN THE LAST 3 YEARS

	2023 Nov	20204	2025
	STRATETEGIES	**LEGISLATION**	**LEGISLATION**
Q5	Strategic management processes Porters 5: buyer & competitor Types of intensive strategy Advantages of diversification strategy	role of SETAs purpose of the SDA impact of the SDA on businesses. ways in which businesses can comply with this Act.	purpose of the EEA impact of the EEA compliance with the EEA Penalties for non-compliance with EEA

	2023 Nov	20204	2025
	QUALITY	**HR**	**HR**
Q6	Difference between quality management and quality performance PDCA model/steps TQM if its poorly implemented Marketing function and admin KPIs	selection procedure salary determination methods. fringe benefits on businesses. benefits of induction.	Recruitment procedure impact of internal recruitment The role of the interviewer before the interview. employment contract.

PAPER 1
BUSINESS ENVIRONMENT

SECTION A:

1. Multiple Choice Questions

Choose the answer and write only the letter (A–D) next to the question numbers:

1.1.1. Smith Stores uses outdated computers which prevent access to online transactions. This challenge is classified as a ... factor of the PESTLE analysis.

A Technological
B political
C legal
D social

1.1.2. Highway Manufacturing operate in the sector as they produce office chairs from timber and steel.

A tertiary
B primary
C economic
D secondary

1.1.3. Niemand Traders is experiencing a high employee turnover. This is classified as a/an ... in the SWOT analysis.

A Weakness
B Threat
C opportunity
D strength

1.1.4. Mabasa Enterprise has ... control over suppliers who increase the prices of their products.

A Full
B No
C limited
D complete

1.2. Complete the following statements using the words provided:

threat, weakness, secondary, tertiary, backward vertical, forward vertical

1.2.1. Eezy Electronics are losing customers due to the high crime rate in the area. This is classified as a ... in the SWOT analysis.

1.2.2. Sizwe Bakery applied the ... integration strategy when they bought a wheat farm.

1.2.3. Fazzel Hairdressing Salon operates in the ... sector as they specialise in the selling of hair products.

1.3. Match Column A with Column B:

COLUMN A	COLUMN B
1.3.1. Black Economic Empowerment	A aims at reducing the business' dependency on suppliers
1.3.2. Horizontal integration	B distributes the wealth of the country to a few previously disadvantaged individuals
	C aims at reducing the threat of competition
	D distributes the wealth of the country across a broader spectrum of society

SECTION B:

Question 2: Strategic Management & Analytical Models

2.1. Name any TWO types of diversification strategies. (2)

2.2. Outline the advantages of intensive strategies. (6)

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

BONA FRAMES (BF)

Bona Frames are well-known for their quality sunglasses and reading spectacles. BF sales have decreased as Bright Eyewear sells unique sunglasses at reasonable prices.

2.3.1. Identify the force of Porter's Five Forces model that is applicable to BF. Motivate your answer by quoting from the scenario above. (3)

2.3.2. Describe how businesses could apply ONE other force of Porter's Five Forces model to analyse their position in the market environment. (3)

2.2. Explain the steps in strategy evaluation. (4)

2.3. Discuss any TWO types of intensive strategies. (6)

2.4. Advise businesses on the advantages of diversification strategies. (4)

2.5. Discuss any TWO types of defensive strategies. (6)

2.6. Outline the strategic management process. (4)

2.7. Advise businesses on how they could apply the power of suppliers as a force of Porter's Five Forces model to analyse their position in the market environment. (4)

Question 3: Business Environments & Macro-Environmental Analysis

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

MONDO MANUFACTURERS (MM)

Mondo Manufacturers specialise in the production of winter blankets. MM disposes of their chemical waste from the manufacturing process into the local river in order to save costs.

3.1.1 Name the PESTLE factor that is applicable to MM in the scenario above. (2)

3.1.2 Recommend ways in which MM can deal with the challenges posed by the PESTLE factor named in QUESTION 2.1.1. (4)

3.2 Recommend ways in which businesses can deal with the challenges posed by the social factor of the PESTLE analysis. (4)

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

GLOBAL FARMS (GF)
Global Farms distribute their fruit locally and internationally. Their exports have decreased due to unfavourable exchange rates. The workers of GF are also not meeting their deadlines because they are often late for work.

Use the table guide below:

CHALLENGES	BUSINESS ENVIRONMENTS
1.	
2.	

3.3.1 Quote TWO challenges for GF from the scenario above. (2)

3.3.2 Classify GF's challenges according to the business environments. (2)

Question 4: Business Legislation & Compliance

4.1. Name any FOUR types of leave provisions as stipulated in the Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997). (4)

4.2. Outline the role of SETAs in supporting the Skills Development Act (SDA), 1998 (Act 97 of 1998). (4)

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

MEYER FURNITURE (MF)
Meyer Furniture provides customers with facilities to buy goods on credit. MF conducts credit checks with the credit bureau before the granting of credit. They allow customers a five-day cooling-off period to return goods. MF also ensures that their procedures adhere to the provisions of the Financial Intelligence Centre Act (FICA).

4.3.1 Quote TWO ways in which MF complies with the National Credit Act (NCA), 2005 (Act 34 of 2005) from the scenario above. (2)

4.3.2 Recommend other ways in which businesses can comply with the National Credit Act. (4)

4.4. Explain ways in which businesses can apply ownership as a pillar of the Broad-Based Black Economic Empowerment Act (BBBEE), 2003 (Act 53 of 2003). (6)

4.5. Discuss the impact of the Compensation for Occupational Injuries and Diseases Amendment Act (COIDA), 1997 (Act 61 of 1997) on businesses. (6)

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

LASS SUPPLIERS (LS)
Lass Suppliers implemented the Broad-Based Black Economic Empowerment Act (BBBEE), 2003 (Act 53 of 2003). They promoted Sandile to a senior executive position to serve on their board of directors.

4.6.1 Name the pillar of the Broad-Based Black Economic Empowerment Act (BBBEE), 2003 (Act 53 of 2003) applied by LS in the scenario above. (2)

4.6.2 Describe the purpose of the Broad-Based Black Economic Empowerment Act (BBBEE), 2003 (Act 53 of 2003). (4)

4.7 Explain ways in which businesses can comply with the Consumer Protection Act (CPA), 2008 (Act 68 of 2008). (4)

4.8 Discuss the impact of the Labour Relations Act (LRA), 1995 (Act 66 of 1995) on businesses. (6)

4.9 Name any FOUR provisions of the Basic Conditions of Employment Act (BCEA), 1997 (Act 75 of 1997). (4)

4.10 Outline the rights of consumers in terms of the National Credit Act (NCA), 2005 (Act 34 of 2005). (6)

SECTION C: ESSAY-TYPE QUESTIONS

Essay Question 5.1 : Legislation – Employment Equity Act

The Employment Equity Act (EEA), 1998 (Act 55 of 1998) was established to facilitate the transformation process in the workplace. The implementation of the EEA may have an impact on business operations. Businesses are compelled to comply with the requirements of this Act to avoid facing penalties for non-compliance.

Write an essay on the Employment Equity Act in which you include the following aspects:

- Outline the purpose of the Employment Equity Act.
- Discuss the impact of the Employment Equity Act on businesses.
- Explain ways in which businesses can comply with the Employment Equity Act.
- Advise businesses on penalties they may face for non-compliance with this Act. **[40]**

Essay Question 5.2.: Legislation – Skills Development Act

The basic aim of the Skills Development Act (SDA), 1998 (Act 97 of 1998) is to expand on the knowledge and competencies of the labour force. SETAs were established to facilitate the implementation of the SDA. Businesses are expected to oblige with this Act and be fully conversant with its requirements.

Write an essay on the Skills Development Act in which you include the following aspects:

- Outline the role of SETAs in supporting the Skills Development Act.
- Explain the purpose of the Skills Development Act.
- Discuss the impact of the Skills Development Act on businesses.
- Recommend ways in which businesses can comply with this Act. **[40]**

PAPER 1
BUSINESS OPERATION

SECTION A: OBJECTIVE-TYPE QUESTIONS

1..1. Multiple Choice Questions

Choose the answer and write only the letter (A–D) next to the question numbers:

1.1.1. The role of the interviewer during an interview is to ...

A make the interviewee feel at ease.
B ask clarity-seeking questions about the position.
C assist candidates in responding to questions.
D be inquisitive and show interest in the business.

1.1.2. Top Limited implemented the ... step of the PDCA model by monitoring processes to determine whether they are functioning effectively.

A do
B check
C plan
D act

1.1.3. The role of the interviewee during an interview is to ...

A make the interviewer feel at ease.
B explain the purpose of the interview to the panel.
C prepare responses for possible questions.
D ask clarity-seeking questions about the position.

1.1.4. Businesses utilise machinery and equipment optimally in the ... function.

A Purchasing
B production
C marketing
D administration

1..2 Matching / Completion Items

Complete the following statements using the word(s) provided:

selection, job specification, placement, job description, Human Resources, management, employer, employee, act, plan

1.2.1. The component of the job analysis that outlines the duties and responsibilities of the position is known as ...

1.2.2. Themba, the human resources manager, conducts background checks of applicants who qualify for the job during the ... procedure.

1.2.3. Blue Manufacturer developed new methods and techniques to improve the quality of their products. This is known as quality ...

1.2.4. The ... has the right to embark on a legal strike as a remedy for grievances.

1.2.5. The employee's qualifications and skills are matched with the requirements of the job during the ... procedure.

1.2.6. Monwa Plastics continuously revise their processes to improve the quality of their products. This is known as the ... step in the PDCA model.

1.3. Match Column A with Column B:

COLUMN A	COLUMN B
1.3.1 Employment contract	A an agreement between the employer and the employee that is legally binding
1.3.2 Purchasing function	B responsible for buying raw materials in bulk at lower prices
1.3.3 Total quality management	C focuses on achieving customer satisfaction and continuous improvement in all business processes
1.3.4 Learnership	D practical training opportunities that lead to a recognised qualification
1.3.5 Quality control	E ensures that finished products meet the required standards
1.3.6. Adequate financing and capacity	F large businesses can afford to put systems in place to prevent defects in products

SECTION B: DIRECT, INDIRECT AND SCENARIO-BASED QUESTIONS
Question 2: Human Resources Function & Activities

2.1. Give any FOUR examples of fringe benefits. (4)

2.2. Outline the placement procedure as a human resources activity. (6)

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

FABRIC WHOLESALERS (FW)
Fabric Wholesalers sell different types of material. FW pay their employees according to the number of rolls of material they sell. They have a sound knowledge of the Labour Relations Act (LRA), 1995 (Act 66 of 1995) and its implications on the human resources function.

2.3.1 Name the salary determination method applied by FW in the scenario above. (2)

2.3.2 Explain the implications of the Labour Relations Act on the human resources function. (4)

2.4 Advise businesses on the reasons for the termination of an employment contract. (4)

2.5 Outline the purpose of induction. (4)

2.6 Explain the Unemployment Insurance Fund (UIF) as a benefit required by law. (6)

2.7 State any FOUR sources of internal recruitment. (4)

2.8 Outline the role of the interviewer before the interview. (4)

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

TOBBI LOGISTICS (TL)
Tobbi Logistics drafted an employment contract for Thabo, a newly appointed transport supervisor. Management explained the terms and conditions of the employment contract to him. Thabo was given an opportunity to read the contract before signing it. TL also highlighted the reasons why an employment contract could be terminated.

3.2. 1. Quote TWO legal requirements of an employment contract from the scenario above. (2)

3.2.2. Advise businesses on the reasons for the termination of an employment contract. (4)

3.3. Discuss the implications of the Employment Equity Act (EEA), 1998 (Act 55 of 1998) on the human resources function. (6)

3.4. State any FOUR aspects that should be included in an employment contract. (4)

3.5. Read the scenario below and answer the question that follows.

MPHEMBA CONSTRUCTION (MC)
Mphemba Construction compiled a job analysis for the vacant position of a project manager. MC indicated that applicants must have a diploma in construction. The successful candidate will compile progress reports on assigned projects.

3.5.1. Identify TWO components of a job analysis used by MC. Motivate your answer by quoting from the scenario above. . (4)

3.5.2. Use the table guide below:

COMPONENTS OF A JOB ANALYSIS	MOTIVATIONS
1.	
2.	

Question 4: Quality Performance & Total Quality Management (TQM)

4.1 Outline the difference between quality control and quality assurance. (4)

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

BILON MANUFACTURERS (BM)
Bilon Manufacturers produce sport cars. BM schedule their activities to avoid the duplication of tasks. The management of BM shares the responsibility for quality output with employees. BM is also aware of the impact of total quality management (TQM) if it is poorly implemented.

4.2.1 Quote TWO ways from the scenario above in which BM apply total quality management (TQM) to reduce the cost of quality. (2)

4.2.2 Discuss the impact of total quality management (TQM) if poorly implemented by businesses. (4)

4.3 Describe the advantages of monitoring and evaluation of quality processes as a total quality management (TQM) element for large businesses. (6)

4.4 Advise businesses on the quality indicators of the public relations function. (4)

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

FIBERNET LIMITED (FL)
Fibernet Limited supply Wi-Fi routers to businesses and they apply total quality management (TQM) in their operations. FL can afford to conduct research to gather information on the quality of their products. They also benefit from a good quality management system.

4.5.1. Name the total quality management (TQM) element applied by FL in the scenario above. (2)

4.5.2. Explain the benefits of a good quality management system. (4)

4.6. Advise businesses on the role of quality circles as part of continuous improvement to processes and systems. (4)

4.7. Outline the benefits of a good quality management system. (4)

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

MOOSA LIMITED (ML)

Moosa Limited sells storage containers to small businesses. ML continuously updates their bookkeeping records to ensure that their tax payment to the South African Revenue Services (SARS) is timeous and accurate.

4.8.1 Identify the business function that is applicable to ML in the scenario above. (2)

4.8.2 Explain other quality indicators of the business function identified in QUESTION 4.8.1. (4)

4.9. Discuss the impact of total client/customer satisfaction as a total quality management (TQM) element on large businesses. (6)

4.10. Recommend ways in which total quality management (TQM) can reduce the cost of quality(4)

4.11. Advise businesses on the quality indicators of the general management function. (4)

SECTION C: ESSAY-TYPE QUESTIONS

Essay Question 6.1: Human Resources Function

Businesses following the correct recruitment procedures will attract the best applicants. The human resources manager could use the internal recruitment method to fill the available vacancies. The interviewer must be well prepared before conducting the interview. Both employers and employees should be aware of the legal requirements of an employment contract.

Write an essay on the human resources function in which you include the following aspects:

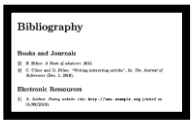
- Outline the recruitment procedure as a human resources activity.
- Discuss the impact of internal recruitment on businesses.
- Explain the role of the interviewer before the interview.
- Advise businesses on the legal requirements of an employment contract. **[40]**

Essay Question 6. 2: Human Resources Management & Employee Relations

Businesses that follow the correct selection procedures are able to identify suitable and qualified candidates for vacant positions. They also use different salary determination methods to ensure that their employees are remunerated correctly. Businesses offering fringe benefits and inducting new employees are more likely to have a productive workforce.

Write an essay on the human resources function in which you include the following aspects:

- Outline the selection procedure as a human resources activity.
- Explain the TWO salary determination methods.
- Discuss the impact of fringe benefits on businesses.
- Advise businesses on the benefits of induction. **[40]**


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