



NATIONAL SENIOR CERTIFICATE EXAMINATION  
SUPPLEMENTARY EXAMINATION – MARCH 2019

**BUSINESS STUDIES: PAPER II**

**MARKING GUIDELINES**

Time: 2 hours

100 marks

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**These marking guidelines are prepared for use by examiners and sub-examiners, all of whom are required to attend a standardisation meeting to ensure that the guidelines are consistently interpreted and applied in the marking of candidates' scripts.**

**The IEB will not enter into any discussions or correspondence about any marking guidelines. It is acknowledged that there may be different views about some matters of emphasis or detail in the guidelines. It is also recognised that, without the benefit of attendance at a standardisation meeting, there may be different interpretations of the application of the marking guidelines.**

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

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

## QUESTION 1

Fact marks are allocated as per the rubric for:

- Naming
- Explaining/justifying/motivating
- Examples
- Strategies to solve problems
- Current affairs
- Ten additional facts – must add value to the discussion/argument(s)

### **Ethics**

Issues that may be seen as unethical, inter alia include:

#### **Conflict of interest**

If the person awarding a tender knows the person who is submitting the tender, he/she should not make the final decision about who will get the tender, but should disclose that it is a friend/family member submitting the tender and then withdraw from the tender allocation process.

Example may be if someone is part of the recruitment and selection panel and he/she fails to disclose that one of the applicants is a friend or family member.

It will create a conflict of interest if a person who serves on the board of directors is approached by a supplier to be part of that board of directors.

#### **Bribes and corruption**

When someone is offered a reward to give a third party an unfair advantage to which he/she/the business is not entitled, it is a bribe. A bribe does not have to be in the form of money, but may be a gift, an offer of employment, a promotion or any other favour. If it is in the form of money, it is sometimes referred to as a *smoothing payment* or a *facilitation payment*.

When someone in a position of power, abuses this power for personal gain, it is corruption. This may include: receiving a bribe, giving a kickback (indirect bribe) to a supplier, misappropriating funds or abusing an official position for personal gain.

#### **Unauthorised use of funds**

Using business funds that are not authorised is the same as theft. People working in offices have more opportunities to get involved in this form of *white collar crime* than the workers in the kitchen of a fast food franchise.

Even something that seems as innocent as a manager having an expense account, taking his wife for lunch and claiming it as a business expense, is guilty of unauthorised use of business funds. Someone, who has a petrol card to pay for business travel and then uses the card for private use, is spending money not authorised for that purpose.

#### **Inappropriate gifts**

Most businesses expect employees to declare all gifts that they have received. It may even stipulate that no employee may receive a gift greater in value than R... (a certain value). One possible reason is that it could be interpreted by others as being a form of bribery, even though it truly is a gift with no strings attached.

### **Sexual harassment**

The *Code of Good Practice on the Handling of Sexual Harassment Cases* was issued to support Section 2 of The Labour Relations Act that stipulates that sexual harassment is a criminal offence.

According to the above mentioned code, examples of sexual harassment may include:

- Unwelcome physical contact.
- Verbal conduct such as sexual advances, sex-related jokes, unwelcome enquiries about a person's sex life and unwelcome whistling/body language directed at a person or group of persons.
- Non-verbal conduct such as sexual gestures, indecent exposure or display of sexually explicit pictures and objects.
- When a more senior employee promises a reward in exchange for sexual favours.

Employees may also not engage in any of the above activities with customers, suppliers or any person who deals with the business.

Every business should have a clearly defined policy on sexual harassment, including the procedure to follow should the employee feel he/she is the victim of sexual harassment and also the penalties for being found guilty of this offence.

### **Employment/labour issues**

There are a large number of issues that can be discussed under this heading, namely:

- Employees abusing sick leave.
- The abuse of the internet or email may include:
  - Employees who visit porn sites.
  - Employees who make confidential information available to people who should not have access to the information.
  - Employees who spread rumours or other damaging information about the business or a fellow employee.
  - Employees who spend work time on Facebook or other social media sites.
  - Employees spending time on personal emails during work hours and employees who send emails, which could bring the business into disrepute, to other people.
  - Taking business stationery home for private use.
  - Verbal abuse of staff members by a manager and the verbal abuse of a colleague or manager by an employee are all unacceptable behaviour.

### **Pricing of goods**

Price fixing occurs when competitors agree to charge the buyers a predetermined price. One of the principles of a free-market economy is that competition keeps prices low and quality high. If businesses collude to fix the prices of products, it is unethical and illegal and the Competition Board may impose hefty fines. Directors may even be held liable for this in their personal capacity and face jail time.

The Consumer Protection Act (CPA) makes it illegal to charge more for products in rural areas than in urban areas without good justification. For example, if a business charges a high price simply because there are no competitors to keep the prices low, it is seen as unethical.

### **Insider trading**

This refers to a situation where someone trades shares on the JSE based on knowledge that is confidential, i.e. something only an insider (or his friends/family) in the business will know. This is a criminal offence.

### **Piracy**

Piracy is the illegal use or reproduction of somebody's work if it is protected by a patent or copyright. Think of the secret recipes.

### **Counterfeiting/bootlegging**

Counterfeiting can be described as someone fraudulently imitating another's work and pretending it is the original. Bootlegging is the illegal production and/or distribution of a product.

### **Taxation**

We differentiate between tax avoidance and tax evasion. Tax avoidance is legal and ethical, because the business finds legal ways to reduce the tax burden, i.e. deducting legal expenses before the taxable income is calculated. Tax evasion on the other hand is illegal (and therefore unethical) because the business does not declare all its income and lies about expenses in order to pay less tax.

### **Whistle-blowing**

A whistle-blower is someone who exposes unethical behaviour, fraud, health and safety violations or the violation of a law. Consider the possible impact on a business when an employee, who is aware that something unethical is happening, blows the whistle and in the process the business loses the deal or even faces a huge penalty. Who has acted unethically, the business or the employee for exposing the action? Whistle-blowers are protected by law, because in South Africa it is illegal to fire an employee for whistle-blowing.

### **Code of Ethics/Code of Conduct**

A Code of Ethics is often defined as a set of rules that helps people when they have to make decisions, while a Code of Conduct will guide people's actions (conduct). But, is there really a difference?

**A Code of Ethics** will describe the principles that the business considers as important when decisions are made. Some examples of these principles may include honesty, respect for others, obeying the law, avoiding harm to others, respecting nature and accountability.

**A Code of Conduct** will prevent negative behaviour such as sexual harassment, abuse of company property for personal gain, distributing inappropriate emails or being racist.

The importance of these two documents (many businesses combine them into one document) lies in the fact that in a group of employees there will be many individuals who have different values, but with the help of these documents everybody in the team/business will use the same set of rules to judge or evaluate what is acceptable behaviour in the business and what is not.

### **Professional codes**

Professional codes aim to regulate the behaviour of people practising a particular profession. A profession is an occupation/job, requiring specialised tertiary education that qualifies someone to practise as a professional in a particular field. Not all tertiary qualifications will enable the graduate to register with a professional body, but if someone is registered with a professional body, that person has to abide by the professional code of the organisation. If the code is contravened, the person may be fined, suspended or even disbarred from ever practising in that professional field.

Examples of professions that are subject to specific codes are: Law and Chartered Accounting.

### **Good business practice**

The concept of good business practice refers to the standards of professionalism, accountability, ethics and effective business practice that should be conducted.

Professional behaviour is guided and prescribed to by professional codes which stipulate that there are predetermined consequences for professionals who do not act in accordance with the specific professional code.

If the employee does not belong to a professional organisation, it is sometimes not clear what is regarded as unethical behaviour, because ethical behaviour is also part of an individual's values and morals.

*To complicate matters even more:*

Unethical actions are not necessarily illegal, e.g. it is not illegal to sell goods of a poor quality at a high price, because we live in a free-market economy. BUT all illegal acts will be seen as unethical, thus it will be illegal (and therefore unethical) to sell petrol below the price that government determines – even if selling it at a lower price may be to the advantage of consumers.

Considering the different ethical theories may help to explain why people sometimes justify certain actions as ethical vs. unethical: There are many such theories; think about the following three:

- The **Principle-based theory**: It states that the person's principles, values, morals or ingrained set of rules about what is right or wrong, will determine if the person sees the action as ethical or not, as the following examples show: If I have done something wrong, I should accept the consequences because it is wrong to lie, even if it means I can avoid punishment. If I have a deadline to meet, I cannot feign illness and "phone in sick". If it means the deal is not concluded, because I refuse to pay a bribe, then so be it ...
- According to the **Consequence-based theory**, the outcome (consequence) of the action will determine if the action is ethical or not. For example: it is OK to lie to the boss, if I know the truth will upset her.
- If we look at the **Utilitarian theory**, the decision of ethical or unethical action is based on what is best for the greatest number of people. For example: if the business pays a bribe, the business will get the deal and it will create jobs for a large number of people, so it is OK to pay the bribe!

### **Impact of the Consumer Protection Act (CPA) on marketing**

On 1 April 2011 the Consumer Protection Act came into effect. The purpose of the Act is to put legislation in place that will protect the rights of consumers by ensuring the seller acts in a fair manner when goods and services are supplied to consumers.

The CPA stipulates certain behaviour required by businesses in the marketing of their goods and services. The Act aims to safeguard the consumers' right to receive a fair deal from businesses. The consumers are given the following rights in the Consumer Protection Act:

### **The right against discriminatory marketing practices:**

Suppliers are not allowed to give preferential treatment to any group of people when marketing or selling their goods or services or when setting the price for the goods or services based on elements such as geographic location, socio-economic status, gender or race.

### **The right to privacy:**

Consumers have the right to refuse unwanted direct marketing (via SMS, telephone, email, letters) and the business may not continue to market the goods and services to the consumer if the consumer has indicated it is unwanted.

### **The consumer has the right to choose:**

- A cooling-off period of five business days will be in place to allow the consumer to cancel the transaction, if the transaction was not initiated by the consumer, i.e. if the transaction was the result of direct marketing. (Not applicable to Fast Food)
- The CPA does not permit the **automatic renewal** of fixed-term contracts; an extension is valid only for a period NOT exceeding a month-to-month basis. This means if the gym membership contract was initially for two years, once the two-year term has passed, the contract is not automatically renewed for another two years, but operates only on a month-to-month basis. (Not applicable to Fast Food)
- The consumer has the right to shop around for the best deals and no consumer is obliged (forced) to buy additional goods or services linked to the original transaction (bundling). That is why all combo meals are also sold separately.
- Consumers have the right to request authorisation before maintenance or additional repairs are carried out, and will not be liable to pay for such repairs or maintenance services, without prior approval. (Not applicable to Fast Food)
- Suppliers are not allowed to charge consumers for drawing up cost estimates or quotations. (Not applicable to Fast Food)
- The consumer has the right to return defective goods (within a reasonable time frame) and request a full refund for these goods. (Not applicable to Fast Food)

### **The right to disclosure of information:**

- According to the CPA, the language in which contracts are written should be appropriate for the group at which the contract is aimed, i.e. the language should be easy to understand by the target market.
- Suppliers have to display the prices of goods and services in full view of the consumer and where two prices are displayed for the same product, consumers have the right to demand paying the lower price.

### **The right to fair and responsible marketing:**

A supplier may not use bait-marketing. This means the supplier may not advertise a product/service in order to attract the customer to come to the store and then not have the advertised product/service available at the advertised price or quality or quantity.

### **The right to fair and honest dealing:**

- Suppliers may not attempt to mislead or deceive the consumer when advertising products or services.
- No supplier may use physical force, harassment or unfair tactics when marketing goods or services, collecting payment for goods or services or when recovering goods from consumers.

- Overbooking and overselling is not allowed by the CPA. This means the seller may not accept payment for goods or services if it is reasonably expected that it will not be possible to supply the goods/services to the consumer.

**The right to fair value, good quality and safety:**

- A consumer may return goods to suppliers within six months if the goods are of inferior quality, unsafe or defective. The supplier has to refund, repair or replace the unsafe or defective product.
- One of the key principles of the Act is that there is an implied warranty of the quality and safety of the goods and services. This means that the producer (or importer), distributor and retailer are all committed to the quality requirements and standards outlined by the Act and can be held liable for damages and/or injuries if they supply unsafe/defective goods.

**Ethical vs. unethical marketing**

The section above examined the legislation that government has designed to protect the consumer against unfair practices by suppliers. In this section, the role played by the Advertising Standards Authority of South Africa (ASA) in ensuring businesses act in a legal and ethical manner when they advertise their products/services is reviewed. The Independent Broadcasting Authority Act (IBA) No 153 of 1993 gives the ASA legal recognition and therefore the right to develop and implement a Code of Advertising Practice with which all advertisers have to comply. This code ensures ethical advertising in South Africa.

The public expects the business to be ethical when advertising products/services. This means the business has to act in a manner that is generally accepted by society as being honest. Honesty generates trust and positive relationships with the public and is therefore a sensible approach to advertising. The following is considered to be unethical:

- Materialism, where false needs are created.
- Giving products deceptive names, e.g. calling a pizza a "Slimming meal".
- Any competitive advertising is illegal (and therefore unethical) in South Africa.
- Using unacceptable language, discriminating against the disabled or being racist is unethical as it is seen as "cultural pollution". No form of discrimination is acceptable when advertising or promoting products/services.

## QUESTION 2

Fact marks are allocated as per the rubric for:

- Naming
- Explaining/justifying/motivating
- Examples
- Ten additional facts – must add value to the discussion/argument(s)

### **The Human Resource/Human Capital Function**

In recent years there has been a shift in the focus of managing employees in the business. Employees are no longer regarded merely as a resource and only useful as a means to boost the performance of the business. The status of employees has changed and they are regarded as an **asset** with certain skills, knowledge, experience, characteristics and attitudes. The business has to determine the current and future value of the employees and reward them in a fair manner while acknowledging that the future value of the employees should be enhanced through investment in training and development. This is the reason for the change in name from Human Resources to **Human Capital Function**.

### **Manpower planning as a prerequisite for recruitment and selection**

Manpower planning is a top-down process. This means that the strategic plan of the business will determine which skills are needed to achieve the goals of the business. The required skills will be acquired via manpower planning and training.

In short it can be said that manpower planning refers to the process of:

- Estimating the number of employees.
- Assessing the range of skills required for the business to operate.
- Calculating the time frame of the employment needs of the business.

In order to do accurate manpower planning, each position (job) in the business must be analysed, described and a job specification drafted.

- A **job analysis** is performed to determine all the tasks and responsibilities associated with each job in the organisation.
- As a result of the job analysis, a **job description** is done to specify the job title, a summary of the job, duties and working conditions associated with the job and the degree of supervision required to perform the job.
- The **job specification** "interprets" the job description into qualifications, skills and experience necessary for the employee to do the job. The job specification is used as a guide during the recruitment and selection process.

Once categories and specific skills have been identified, the Human Capital Function has to ascertain if a skills gap is evident. This is the difference between **skills available** in the business and the **skills needed**. The recruitment and selection process (and later the training process) will aim to eliminate the skills gap.

### **The process of procuring the finest talent for the business**

#### **Recruitment**

The main focus of the recruitment process is to attract the most competent talent. There are a number of internal and external options available when recruiting potential candidates for the job. The task of the recruitment agent is to determine the most effective communication channels to be used for the recruitment message.



The business should, among others, consider the following internal and external options, then select the most appropriate option for the type of employee desired:

**Internal recruitment** is done by transferring an existing employee to a new position or by promoting an existing employee.

- The business may invite existing employees, who may be suitable candidates for the vacancy, to apply for the job. This is done by searching employee files to identify potential candidates based on skills, qualifications and experience. Word of mouth may work if a manager recommends an employee for the position.
- An alternative, to sourcing internal staff files, is to post the position on an intranet or notice board within the business and to invite interested staff to apply.
- Current employees may also be asked to recommend someone outside of the business for the position. This is a combination (hybrid) of internal and external recruitment.

The advantages of using internal recruitment are:

- The employee morale is improved if they know there are opportunities for promotion.
- It is more cost-effective.
- The employee's past performance and attitude towards the business is known.

If it is not possible (or desirable) to recruit employees from within the company, the business has to recruit **externally**. This can be done by using one or a combination of the following techniques:

- The position is advertised via an employment agency. Some agencies operate exclusively on the internet, while others may use the internet as well as traditional advertising media.
- The business may decide to advertise the position in newspapers, trade journals or at trade shows.
- Depending on the qualifications needed for the position, the business may approach schools, colleges, universities and other educational institutions to seek suitable candidates.
- Although it does not happen very often with more senior positions, suitable employees may be sourced by looking at CVs of casual applicants or "walk-ins".
- Employees may also be "headhunted". This means a suitable employee who works for a competitor is identified and asked to apply for the vacant position.

The advantages of recruiting externally are:

- New ideas and skills are brought into the business.
- It may give the business an opportunity to employ more Affirmative Action candidates to meet Employment Equity targets.
- When an employee is headhunted, he/she may provide insight into the operations of competitors.
- No infighting occurs among employees for the position.

## **Selection**

Once the recruitment process is complete, the selection process begins by identifying the most suitable candidates to interview for the position. Selection consists of a number of steps and ends with the employee signing the employment contract and filling the vacant position.

- A. In response to the position advertised, the business will receive application forms, CVs and other relevant information. This is checked to ensure all pertinent information has been received from the candidates applying for the vacancy.
- B. The next step is to evaluate all the application forms and CVs to see which candidates meet the prescribed criteria. Those candidates not meeting the criteria are informed that their applications were unsuccessful. The business often stipulates in the advert: "If you have not been contacted by ... (date), your application was not successful."
- C. The next procedure is to compile a shortlist of candidates for the first round of screening. This is done by comparing each application to a predetermined list of criteria required for the position. This procedure ensures the process is objective.
- D. A background and reference check is done. A pre-defined list of questions verifies the applicant's references and ensures fairness. If the nature of the position requires it, credit checks and checking for a criminal record occurs.
- E. Interviews are conducted, following the selection of the most suitable candidates. It is preferable that the interviews are conducted by a panel using a predetermined interview guide (set of questions). This helps to ensure complete impartiality. If needed, a final interview may be conducted with people selected after the first round of interviews. The purpose of interviews is to obtain additional information from the applicants and to assess the qualities of these people and their suitability for the position and the business. The interview also allows the candidate/interviewee to ask questions about the position and organisation.
- F. Candidates may be required to undergo certain tests to evaluate their suitability for the position:
- Work sample tests measure the candidate's ability and their actual performance. For example: a chef may be required to cook a meal.
  - Psychometric tests: the word *psychometric* comes from the Greek concept meaning *mental measurement* and may be used to check if the candidate's mental ability and personality are well-matched for the position.
  - A medical examination may only be conducted if a certain health aspect is an inherent requirement of the job. It may, for example, not be a stipulation to send a candidate applying for a position as a financial manager for a medical examination.
- G. In order of preference, candidates are ranked and the highest-rated candidate who meets all or most of the requirements is offered the position. If the person does not accept the offer, an offer may be extended to the next suitable candidate.
- H. Once the employment offer is accepted, a contract is signed by both parties: the employer and the employee. Details specified in the **employment contract** may include:
- Full details of the employer.
  - Full details of the employee (full names, ID number, address, contact details, tax number, etc.).
  - Details regarding the position (date of appointment, job title, duties, responsibilities, probation period, working hours, leave, remuneration, notice period to terminate the contract, retirement age, etc.).

It is often said that the recruitment activity is positive, but the selection process is negative. This implies that when the business recruits, all possible candidates are invited to submit their CVs, but the selection process favours the most desirable applicants. Only the selected few progress to the next step of the process. Unsuitable applicants are disregarded.

### **Placement**

The employee is usually placed in the position for which he/she applied. It may emerge that the employee has a special skill, making him/her more suited to a different position in the business. The business may re-negotiate remuneration and other benefits with the employee before engaging him/her in this position. Correct placement ensures the employee is optimally utilised in the best interests of both the individual and the business.

### **Induction**

Induction is not the same as training for a specific job. Induction is training (orientation) given to all new employees to help them to become productive role players in the business as soon as possible.

There is no "one-fits-all-recipe" for a good induction program. There is, however, standard information that should be included in an effective induction program. This may include:

- A written copy (hardcopy or electronic) of the business's policies and procedures.
- Some form of organogram/organisational chart to identify the various role players in the organisation.
- A face-to-face introduction to the manager and other staff members in the department.
- A tour of the facilities to show the new employee where the bathrooms, meeting rooms, canteen and Human Capital offices are in case he/she has any questions.
- Precise instructions outlining how the new staff member should perform certain tasks must be issued. Any unique/unusual requirements/tasks should also be clarified.
- Allocating the new employee a "buddy or mentor", in case questions arise or there is uncertainty about job-related issues, allows the new recruit to settle in more quickly.

The advantages of a well-structured and well-implemented induction program may include the following:

- It helps to reduce stress and anxiety experienced by the new employee, as it creates a positive impression of the business and assists him/her to become part of the team more easily.
- It ensures the new employee starts off with the correct information to do the job.
- It prevents wasting the business's time and money because the employee learns the correct procedures immediately.
- New employees quickly become mindful of the business culture and readily adapt to the business's processes.
- Retention of staff is higher if a well-designed induction program is implemented.

### **Employee evaluation**

The basic task of any manager is to plan, organise, lead and control. This is no different in respect of Human Capital. The productivity and efficiency of each employee must regularly be rated against performance targets (plans) to determine the degree to which performance targets are met (or not) or even exceeded. This is done by means of a Performance Appraisal.

### **The Performance Appraisal is**

- A planning tool: during the performance appraisal, performance targets are contracted (agreed upon) between the employee and his/her manager.
- An evaluation tool: at the next appraisal the performance is jointly evaluated by the employee and his/her manager. Discrepancies, between the self-evaluation and that of the manager, are then discussed.
- A feedback tool: if targets were not met, reasons must be discussed. This gives both the employee and manager an opportunity to raise concerns in a formal meeting, after

which action plans are formulated to solve existing problems or anticipate future ones. Personal Improvement Plans (PIPs) are outlined and this may require the employee to get more training or his/her performance may need to improve markedly. If applicable, promotion opportunities and career paths are also discussed.

### **Retention**

Staff retention is important in any business. There comes a time, however, when employees may feel it would be better for them to find a position in another business. Some of the reasons for employees leaving a business include:

- An opportunity to get a better salary and/or benefits.
- The employee is unhappy with the way management treats employees.
- The employee does not get along with colleagues.  
The employee feels there is no job satisfaction.
- A lack of opportunities to grow and develop (not enough training or a lack of promotion opportunities exist).
- The employee is not happy with the working conditions.
- Travelling time to work is unacceptable for whatever reason.
- Health reasons or people retiring.
- A spouse is transferred to another town.
- The employee feels there is a lack of balance between work and personal life.

If employee turnover is too high, it may be an indication of problems in the business. Consequences of a high employee turnover may include:

- Reduced productivity levels.
- An additional work burden on employees who need to work harder while the new staff member settles in.
- Low morale when employees become aware of too many vacancies.
- A negative public perception of the business.
- More money and time are needed to invest in the retraining of new staff members.

Is it possible to improve staff retention? Indeed, since it is important that when a staff member leaves, an exit interview is conducted with the employee. People who leave are usually prepared to reveal what has been bothering them, by providing reasons for leaving. An existing employee may fear negative consequences from his/her manager if he/she discusses issues bothering him/her before leaving the employment. The Human Capital Manager has to take note of the reasons employees choose to leave and needs to address these issues where possible.

**BUSINESS STUDIES PAPER II: LOWER-ORDER THINKING RUBRIC (60% WEIGHTING)**

CRITERIA	0	1	2	Question 1	Question 2
<b>Format</b>	Not meeting the correct standard	Partially correct format	Correct format		
	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	
<b>Terminology</b>	No use of business terminology.	Isolated/limited use of business terminology.	Good use of business terminology.	Outstanding use of business terminology.	
<b>Content (number of relevant facts)</b>	Maximum 50 facts. Divide by 2 to get mark out of 25. Marks are inter alia given for mentioning the fact, explanations of facts or statements, relevant examples; expansion of acronyms. NOTE: Listed facts that are not explained = max 4 marks (8 facts)				
<b>Subtotal: (30 marks)</b>				<b>1A</b>	<b>2A</b>

**BUSINESS STUDIES PAPER II – HIGHER-ORDER THINKING RUBRIC (40% WEIGHTING)**

If all SECTIONS have not been completed, the judgment is based on the amount of expected information. E.g. a candidate substantiating one section well, but not answering the other, cannot qualify for a "majority of statements" mark.									
CRITERIA	0	1	2	3	4	5	6	Question 1	Question 2
<b>Substantiation (justification for statements made)</b>	No attempt at substantiation.	Very limited substantiation.	Less than half of the statements are substantiated.	The majority of the statements are substantiated.	The majority of the statements are thoroughly substantiated showing breadth and/or depth of understanding.				
<b>Application to context/ industry</b>	Superficial reference based on the case study/context given (Just keep mentioning the name of the business repeatedly without relevant examples).	Continuous reference is made to the case study/context given with some applicable examples given.	Continuous reference is made to the case study/context given with several examples that are fully integrated into the answer.	Examples are relevant to the case study/context given and fully integrated into the response showing understanding of the issues at hand. Reference is made to current affairs.	Examples are relevant to the case study/context given and fully integrated into the response showing understanding of the issues at hand. Current affairs is fully integrated into the response.				
<b>Creative Problem-Solving</b>	No understanding of the problem and no solution given.	Identification of the problem and an incorrect/poor solution suggested.	Identification of the problem with breadth but no depth (superficial).	Good insight and understanding of half the problem with solutions offered showing depth of understanding OR less than half in breadth and depth.	Good insight and understanding of the majority of the problem(s) with solutions offered showing depth of understanding OR half in breadth and depth.	Good insight and understanding of the holistic problem with solutions offered, which are fully discussed, showing understanding on all aspects OR the majority in breadth and depth.	Good insight and understanding of the holistic problem with solutions offered, which are fully discussed, showing breadth and depth of understanding.		
<b>Synthesis</b>	None of the criteria as listed below are met.	At least one of the criteria fulfilled.	Any two of the criteria fulfilled.	Any three of the criteria fulfilled.	Any four of the criteria fulfilled.	Any five of the criteria fulfilled.	All six of the criteria are fulfilled.		
1 Introduction – don't just re-write question, but shows an understanding of the "link" between the topics.									
2 Conclusion – this should be a logical affirmation of the points raised.									
3 Flow of thought, i.e. paragraphs leading into one another.									
4 Integration of topics given in the question.									
5 Integration of question with other business-related topics to enhance the quality of the answer.									
6 Arguments are developed.									
<b>Sub-Total: (20 marks)</b>								<b>1B</b>	<b>2B</b>
<b>TOTAL</b>									