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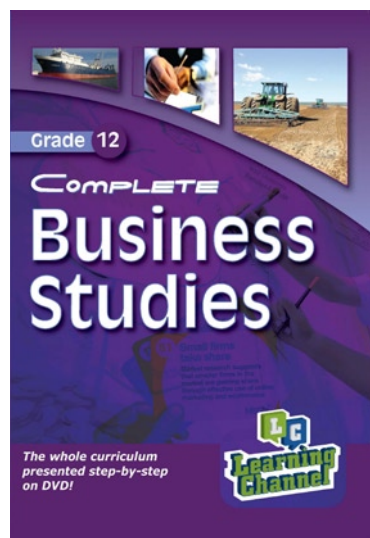
# **National Senior Certificate**

## **Grade 12**

# **Business Studies**

## **Exemplar**

**Other products for Business Studies available from Learning Channel:**



**SECTION A****Question 1****(20 marks)**

Choose the correct answer in these multiple-choice questions. Each answer is ONE mark.

1. One type of decision taken by middle management is:
    - a. non-specific decisions
    - b. tactical decisions
    - c. operational decisions
    - d. decisions that affect the entire business.
  2. Which one of the following is NOT a step that should be followed when drawing up a strategic plan?
    - a. Decide on an objective.
    - b. Evaluate the strategic plan.
    - c. Decide on a mission statement.
    - d. Do a SWOT analysis.
  3. Communities benefit from Corporate Social Investment (CSI) through:
    - a. job creation
    - b. good publicity
    - c. better relationships between people
    - d. meeting celebrities.
  4. Which one of the following is NOT an aim of the Employment Equity Act?
    - a. to ensure there is no discrimination in the workplace
    - b. to promote black people in all organisations
    - c. to promote equal opportunities for everyone
    - d. to ensure equal representation of all race groups.
  5. The criteria of the BEE scorecard include:
    - a. the number of black employees who are registered for approved learnerships
    - b. a written policy of non-discrimination
    - c. how many women are employed as managers
    - d. the employment of a skills development facilitator.
  6. The Act that strives to increase the levels of investment and returns on education and training is called the:
    - a. Employment Equity Act
    - b. Education Act
    - c. Skills Development Act
    - d. SETA Bill.
  7. Which one is NOT one of the four requirements a business has to initiate in order to be regarded as a “caring business”?
    - a. human rights
-

- b. inclusivity
  - c. training opportunities
  - d. moral issues.
8. If a leader promotes teamwork, he/she is a:
- a. an autocratic leader
  - b. a democratic leader
  - c. an ineffective leader
  - d. a *laissez-faire* leader.
9. One of the requirements of a good presentation slide is:
- a. using a clear title
  - b. using a small font
  - c. using lots of graphics
  - d. using long sentences.
10. How many partners is a partnership allowed to have?
- a. four to fifteen partners
  - b. two to twenty partners
  - c. one to ten partners
  - d. two to nineteen partners.
11. When a \_\_\_\_\_ is formed, a Certificate of Incorporation is issued.
- a. private company
  - b. close corporation
  - c. sole proprietorship
  - d. partnership.
12. A worker in South Africa may work a maximum of \_\_\_\_\_ per week.
- a. 9 hours per day, 5 days per week or less
  - b. 9 hours per day, 6 days per week or less
  - c. 8 hours per day, 6 days per week or less
  - d. 8 hours per day, 5 days per week or less.
13. Examples of unethical behaviour do NOT include:
- a. unfair business practice
  - b. tax avoidance
  - c. absenteeism
  - d. tax evasion.
14. In the \_\_\_\_\_ technique, members brainstorm solutions to problems.
- a. team work
  - b. Delphi
  - c. nominal group
  - d. SWOT analysis.
-

15. An example of a union is:
- SAQA
  - Student Council
  - NUM
  - IDC.
16. When management and employees cannot agree on a demand for higher salaries, they should request:
- a workplace forum
  - a board meeting
  - that management resign
  - a strike.
17. What is the environment called in which businesses have a limited influence on stakeholders, but are unable to control them?
- micro
  - macro
  - external
  - market.
18. \_\_\_\_\_ can be regarded as the key to performance improvement.
- disciplinary action
  - higher salaries
  - motivation
  - negotiation.
19. A scorecard is used to assess how well business comply with the requirements of:
- the company's vision
  - the Skills Development Act
  - the company strategy
  - BBBEE.
20. The four factors of production are:
- entrepreneur, labour, costs, resources
  - entrepreneur, raw material, vehicles, labour
  - entrepreneur, labour, capital, resources
  - entrepreneur, management, capital, resources.
-

**SECTION B****Question 1****(20 marks)**

Indicate each statement as either TRUE or FALSE. Each answer is TWO marks.

1. As an employer, you may employ South African and any other African residents.
2. Social trends affect a proposed change in business.
3. Companies' compliance with BBBEE is measured by submitting monthly reports to the Department of Labour.
4. UNISA is an example of a private company.
5. Resources form part of the micro environment of a business.
6. Businesses should always put the needs of their employees first.
7. The Labour Court makes the final decision when settling labour disputes.
8. The capital budget makes provision for money to be spent on vehicles.
9. Recognition by colleagues is regarded as intrinsic motivation.
10. An effective Corporate Social Investment programme always creates jobs.

**Question 2****(20 marks)**

**Match the columns:** Choose a term in Column B that fits a statement in Column A. Each answer is TWO marks.

|     | <b>Column A</b>     |    | <b>Column B</b>                         |
|-----|---------------------|----|-----------------------------------------|
| 1.  | macro environment   | A. | union                                   |
| 2.  | CCMA                | B. | invitation to the public to buy shares  |
| 3.  | caring organisation | C. | ownership of shares in a business       |
| 4.  | democratic leader   | D. | political stability in the country      |
| 5.  | unfair pricing      | E. | tertiary education is required          |
| 6.  | capital             | F. | mediation                               |
| 7.  | profession          | G. | production factor                       |
| 8.  | prospectus          | H. | meetings with employees to obtain input |
| 9.  | equity              | I. | unethical conduct                       |
| 10. | workplace forum     | J. | good corporate governance               |

## SECTION C

### Question 1

(50 marks)

Read the following case study and answer the questions that follow.

#### White cop wins AA challenge

2010-02-26 11:09 – SAPA

**Johannesburg** – In a landmark affirmative action case on Friday, the Labour Court ruled that the South African Police Service should promote Captain Renate Barnard to superintendent.

Trade union Solidarity, on behalf of Barnard, approached the Labour Court to ensure Barnard's promotion. The court found in favour of Solidarity and Barnard, and ordered the SA Police Service to pay the applicant's costs.

Solidarity general secretary Dirk Hermann said the judgment was a victory for all South Africans. "We are absolutely delighted. The judgment brought about a new direction in affirmative action," he said after the judgment was handed down. "This means for the police service that merit is also critical for affirmative action."

#### Recommended unanimously

Barnard, at the time of the dispute, was responsible for investigating priority and ordinary complaints against the SA Police Service. In 2005, a superintendent-level position was created by the police to improve service to the public, in view of handling complaints. In that year Barnard and six other applicants applied for the position. An interview panel gave her 86,7% for the interview and recommended her unanimously.

"Captain Barnard was 17,5% better than the next applicant from the designated group. In view of this fact, the interview panel recommended that, should she not get the position, it will adversely affect service delivery," Hermann said.

However, the SAPS divisional commissioner recommended that the position not be filled, saying that her appointment would not promote representation.

This, said Hermann, was despite the fact that Barnard was a woman and therefore part of the designated group in terms of the Employment Equity Act.

After pursuing internal grievance procedures without success, the case was referred to the Labour Court.

#### Relieved

Barnard, on Friday, wearing a teal ankle length dress, told reporters outside the court how happy the ruling had made her.

"It was not an easy road, but I am so relieved," she said. "Thank you to my father in heaven and to Solidarity."

The judgment stipulated that she would be promoted to the post of superintendent with effect from July 2006.

1. Which Act would the court have considered in this case? (2)
2. Explain the objectives of this Act in four sentences. (4)
3. List ten types of discrimination that are addressed in this Act. (20)
4. List four requirements that an affirmative action plan should comply with. (8)
5. You are the representative of Solidarity. Write a paragraph in which you set out at least four main points of your argument why Captain Barnard should be promoted. (8)
6. You argue on behalf of the SAPS. Write down a paragraph explaining why Captain Barnard was not promoted, making at least four good points that would support the SAPS's decision not to promote the captain. (8)

**Question 2****(23 marks)**

## Advertisement for Director of Internal Audit

Job # 1062147/6733011538: **Director of Internal Audit**

Market Related CTC Neg at University of Cape Town

Permanent executive level position in the Financial sector at University of Cape Town in South Africa (Western Cape).

Posted by *Sunday Times* on 26/02/2010

**Office of the Vice-Chancellor Director of Internal Audit (Ref. 2161)**

UCT is seeking a Director of Internal Audit. The incumbent will head a small team, reporting to the Vice-Chancellor and Chair of the Audit Committee. He/she will be responsible for providing a comprehensive internal audit function, based on risk assessment that gives the Council, the Audit Committee and the Vice-Chancellor assurances as to the adequacy of the control environment of UCT. This is a new post, following a decision to expand the internal audit team, and is to be filled as soon as possible.

**Responsibilities include:**

- managing the internal audit team
- developing the internal audit programme
- providing an annual assessment of UCT's systems of internal control
- managing and undertaking audit reviews and providing recommendations to line management
- managing and undertaking factual findings surveys/reviews and reporting on them
- providing a forensic audit service to line management as provided for in the internal audit charter.

**Requirements for appointment include:**

- a CA or equivalent qualification
- experience in a management position in internal audit
- relevant exposure to risk management
- expertise in audit and taxation (especially VAT and PAYE)
- good judgement and the ability to assess risk
- ability to lead a team.

The remuneration package is negotiable.

**Closing date: 15 March 2010.**

To view the full advertisement and application requirements, please visit [www.uct.ac.za](http://www.uct.ac.za) and click on 'Vacancies'.

UCT is committed to the pursuit of excellence, diversity and redress. Our Employment Equity Policy is available at <http://hr.uct.ac.za/policies/ee.php>. For this post we seek particularly to attract candidates from the designated groups.

1. How do you know this is an affirmative action placement? (2)
2. You are the HR manager of UCT. Explain the selection process you would follow when appointing the Director of Internal Audit. (16)
3. At which management level is this position? Give two reasons for your answer in the form of quotes from the advertisement. (5)

**Question 3****(35 marks)****Vodacom faces BEE deal probe**

Feb 28, 2010 12:01 AM

By Rob Rose &amp; Lihle Z Mtshali

Vodacom faced a new assault this week as the JSE confirmed it was “looking into” whether the cellphone giant was guilty of “a lack of material disclosure” to black shareholders of its Yebo Yethu empowerment scheme.

This follows a complaint by Andre van Schalkwyk, who describes himself as a “concerned member of the public”, over whether Vodacom flouted the JSE rules which govern how companies must behave.

Van Schalkwyk says Vodacom failed to reveal details of a KPMG probe into poor governance when it sold shares in its local arm – Vodacom SA – to 102 531 new black investors in 2008. However, the cellphone group did disclose the KPMG findings to Telkom and Vodafone, the two shareholders of the separate Vodacom Group.

In a letter to the JSE, Van Schalkwyk complains: “Vodacom did not disclose the KPMG forensic report findings [and] investigation in the Yebo Yethu prospectus and, as such, many investors and public may have been deceived by assuming that there are no governance issues.”

Van Schalkwyk also asked the JSE to look into whether Vodacom’s directors “may have signed a JSE responsibility statement without mentioning the KPMG forensic report [which] could be a violation of the Companies Act and JSE listing requirements”.

Vodacom has refused to release the KPMG report, despite a subpoena from former employee Mandla Mdluli, lodged in the Labour Court on 8 January, ordering it to do so. This is despite the fact it claims the report – which included findings on whether former chief executive Allan Knott-Craig helped his family win lucrative Vodacom contracts – “concluded there was no wrongdoing”.

This week, JSE issuer services general manager Andre Visser confirmed the JSE would now investigate Van Schalkwyk’s complaint to see whether to launch an investigation that could possibly lead to sanction. This sanction could range from a public censure to a large fine.

“We have received the complaint and will now look into it to establish whether JSE rules were, in fact, broken,” he says.

The listing prospectus for the Yebo Yethu scheme was published in July 2008, and the offer closed on 11 September that year. Under the deal, 102 531 individuals paid R360-million to buy 6,25% of Vodacom SA, which is also the largest asset of the JSE-listed Vodacom Group.

On Friday, Van Schalkwyk said members of his family bought shares under the Yebo Yethu offer. “I am angry that members of the public bought those shares, yet crucial information was withheld which could have had an impact on their decision to invest in the first place,” he said.

Zarina Bassa, the independent chairman of the Yebo Yethu scheme, refused to reveal whether the directors knew of the KPMG probe at the time the shares were punted to investors.

“I can’t go into detail, and there may or may not have been reference to a KPMG report, but from my perspective, questions were asked and we were comfortable with the answers.”

Bassa said the Yebo Yethu directors – who include Tiger Brands CEO Peter Matlare and Vodacom SA MD Shameel Joosub – were all “comfortable with the disclosure”.

But Vodacom spokesman Richard Boorman denied there was “selective disclosure” of the KPMG findings, saying it would be utterly wrong to equate shareholders in Yebo Yethu to those in Vodacom Group – two entirely separate companies.

He said the empowerment shareholders got “unlisted shares in a subsidiary of the main company and the KPMG report was compiled after the prospectus (for the BEE deal) was compiled”.

While Boorman is correct, the KPMG probe investigated governance in the main asset of both Yebo Yethu and the Vodacom Group. Also, even if the KPMG report had not been finalised when the Yebo Yethu prospectus was issued, the KPMG investigation was already under way at that time.

But this matter will raise further questions, especially as the value of Yebo Yethu's investment has fallen since investors first bought into the scheme.

When Yebo Yethu was launched in 2008, Vodacom SA was valued at R120-billion. But according to financial reports given to Yebo Yethu shareholders in December, the value of Vodacom SA had fallen to R106,8-billion by the end of September 2009 – an 11% drop in value.

But Bassa was at pains to point out that not only was this due to the crunch in the wider economy, but Yebo Yethu shareholders could not trade their shares yet anyway as this was a “long-term investment”.

Yebo Yethu's annual report says “the board remains confident that, over time, shareholders can expect their investment in Vodacom SA to return value.”

Though Vodacom had until 5 February to produce the KPMG report in the Labour Court, it refused on the basis that the report was “not relevant” to the case. It also denied possessing the report.

But in a letter to staff last week, CEO Pieter Uys said the report “belongs to the board”.

Uys said: “It would have been patently unfair for us to release a report that contains personal and confidential information, and which could have harmed the reputation of those mentioned.”

Last week, Mdluli said he would lodge new papers in the Labour Court, asking for an order declaring Vodacom “in contempt of court” for refusing to supply the report.

<http://www.timeslive.co.za/sundaytimes/article329364.ece>

1. What type of industry does Vodacom operate within? (2)
  2. Explain the acronyms BEE and BBBEE in your own words. (6)
  3. What is the BEE scorecard and how is it used? (14)
  4. Explain the following terms:
    - Equity (2)
    - Market environment (2)
    - Memorandum of Association. (2)
  5. What type of business form is Vodacom? (1)
  6. How does this type of business raise capital? What is the benefit of this method of raising capital? (2)
  7. Explain the formation process of this form of ownership. (4)
-

**Question 4****(40 marks)****Boardman did much to turn Nedbank around**

Feb 28, 2010 12:00 AM

By Marcia Klein

He was still being asked the same question this week as he prepared to leave Nedbank after more than six years at its helm.

Some things never changed.

But many things did.

Nedbank, under his leadership, is a very different business to what it was when he became CEO. At the time it was struggling. It had come out of a local banking crisis, a merger with BoE and numerous serious strategic missteps.

This week's results announcement, which shows that earnings dropped almost 30%, might give one the impression that it is still under pressure, and it is. The financial crisis has taken its toll, with impairments largely responsible for a loss at Nedbank Retail. Impairments increased by 35,7% to almost R5-billion, driven mainly by a 58,5% increase in home loan defaults over the last financial year.

Yet the results are in line with those of the other big South African banks, and Nedbank is in much better shape than in 2004. At that time, no one was particularly thrilled when Boardman was appointed. The share price slumped on the day and there were questions about his ability to turn Nedbank around.

Looking back, Boardman said the most important aspect of his job was building the company to progress on a sustainable basis, and developing the bank's people and its corporate culture.

In 2003, when Nedbank signed the financial sector charter, it was the No. 4 bank in the Empowerdex index. Now it is No. 1 in financial services and No. 3 in South Africa.

Nedbank has done leading work "in the green space", including the Green Card and Affinity programmes, and has been recognised internationally for its work in this area.

Boardman has also made mistakes, which he acknowledges. "There are lots of things we could have done better or sooner," he said. But the one thing that stands out occurred in 2005, when there was a lot of pressure from analysts and the media, who were saying that Nedbank was going backwards in retail, especially in home loans, where market share had dropped from more than 20% to about 15%.

"We took a decision to stop losing market share in home loans. But at that time, to be in the game, you had to do business with mortgage originators and give 100% loans ... It has been very costly and we should have known better."

Both Boardman and his successor, Mike Brown, are now happier with their decisions, particularly recent decisions to take full control of various bancassurance businesses and of Imperial Bank. Boardman said he was also pleased about deciding not to go into Nigeria, despite criticism that the bank was behind the curve in terms of expansion into Africa. Nigerian banks are in serious trouble.

While the lower earnings announced this week reflect the huge challenges banks have faced in the financial crisis, Boardman leaves a sustainable business in Brown's hands. Brown came with Boardman to Nedbank from BoE when the two companies merged, and they have worked side by side ever since.

Boardman left his office on Friday and Brown will walk into it tomorrow, but Brown was earmarked for the position a year ago, so the transition should be seamless. Brown said he had been so close to the bank's strategies for five years that when he took over tomorrow, there would be no apparent change. "I am as accountable as Tom for the history of the organisation," he said.

And while he was sad to leave, Boardman said he was “delighted” that Brown was his successor. “It has been fantastic to see how quickly Mike stepped up to the plate,” he said, adding that Brown has a wealth of experience in banking, both as chief financial officer and in running a business within the group. Brown has lived through mergers, a run on the bank, and the bank’s turnaround, and Boardman described him as “a seasoned campaigner with excellent business acumen and high values and integrity”.

Brown’s selection led to a number of resignations and subsequent appointments at top management at Nedbank. Boardman said the new executive team was a good blend of industry experience and years at Nedbank – “a blend of Nedbankers and new blood”.

Boardman leaves after 23 years with the group (including his time at BoE) and a career spanning 38 years. He will retain a board position at Nedbank; apart from that, he is also a director of Vodacom. He will remain involved in WWF, the Peace Parks Foundation and the Prince of Wales Rainforest Project.

As Boardman packed his boxes, Nedbank was facing a legal challenge relating to its involvement in Pinnacle single stock futures, but he said that he felt that it was “a spurious claim”.

“If I were to take away one of the best lessons in banking, it is to know who you are dealing with, and know who is behind the entities you deal with,” he said.

<http://www.timeslive.co.za/sundaytimes/article329345.ece>

1. What kind of leader do you think Tom Boardman is? (2)
2. List one advantage and one disadvantage of this leadership style. (2)
3. Tabulate FOUR differences between leadership and management. (16)
4. What are the four principles of management? (4)
5. What is the main challenge still facing Nedbank? (2)
6. Do a simple SWOT analysis of Nedbank based on the information in this article. (8)
7. Would you say that Nedbank is a caring organisation? Why? (6)

## Question 5

(20 marks)

### ABSA CSI

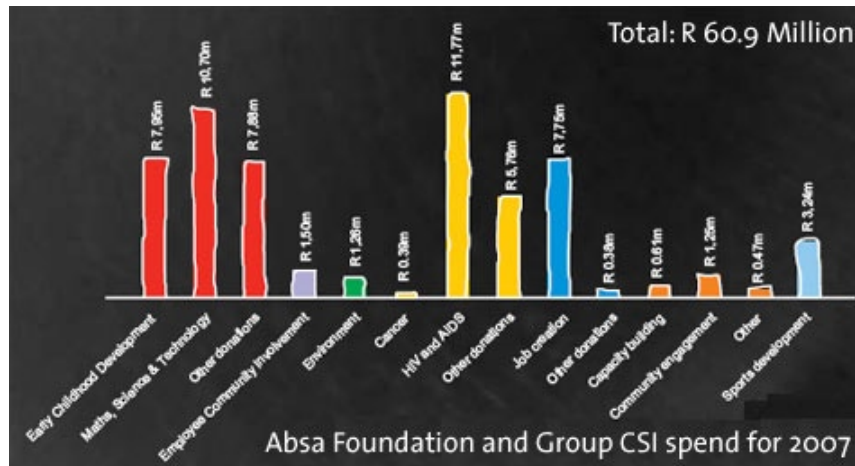
#### Our Mission

To be the leading practitioner and thought leader in corporate social investment as informed by global trends, and build strength and capabilities through collaborative partnerships.

At Absa, caring for our communities is as important to us as being great bankers. In fact, we see the two as being interlinked. We believe that, through caring for our neighbours, we develop a better appreciation for people and in so doing we are better able to understand and serve our customers.

However, Absa recognises that social giving is not enough in its own right: for corporate social investment (CSI) to be truly effective and make an ongoing and meaningful difference to the lives of underprivileged people and to the overall economic well-being of the country, it needs to be well-managed and underpinned by the driving principle of sustainability. For this reason, the company adopts an integrated sustainability approach that encompasses all the Group’s stakeholders. This approach ensures the effective and balanced management of the company’s economic, social and environmental relationships.

Our strategic goals are in line with government's national development imperatives and with the United Nations Millennium Development Goals as translated for South Africa. The Absa Foundation provides governance, oversight and funds to all CSI initiatives. Through Flagship programmes, significant partnerships and survivalist project partnerships are supported at grass-roots level.



### Projects and Focus Areas

Absa's key focus areas within CSI have been selected to meet the company's goal of improving the lives of people across South Africa, and are aligned with national development imperatives as highlighted by government. These key focus areas are:

- Education
- Entrepreneurship
- Health
- Employee Community Involvement
- Group-wide community initiatives
- Environment
- Heritage, Arts and Culture.

### Education

Absa aims to improve the quality of and access to education, particularly among the many rural and disadvantaged communities in South Africa, with a focus on Mathematics, Science and Technology and Early Childhood Development.

Flagship projects include:

- The Beyers Naudé Schools Development Programme
- Absa/Sowetan Early Childhood Development Awards.

### Entrepreneurship

Unemployment and poverty are major challenges facing many South Africans today. Absa's focus is to help unemployed people find sustainable ways of earning a living with Job Creation, Skills Development and Survivalist projects. Funding is provided for skills training, start-up capital and/or equipment as well as after-care support or mentorship.

### Health

Absa partners with public benefit organisations (PBOs) to provide HIV and AIDS education and awareness, home-based care, assistance to orphans and vulnerable children, and associated income-generating programmes.

We also have a number of special health projects such as the partnership with:

- The Cancer Association of South Africa (CANSA)
- Walter Sisulu Paediatric Cardiac Centre for Africa (WSPCCA).

**Disability**

Disabled people are among the most marginalised of all groups in South Africa and Absa partners with national organisations that create awareness of people with disabilities and, through various means, provide assistance.

The focus is aligned to Absa's strategy to welcome customers and employees with disabilities through reasonable accommodation, and to establish Absa as the financial services industry employer of choice.

Casual Day is one of the ways in which Absa raises awareness and funds around the issue of disability; and another is the key partnership with the Thabo Mbeki Development Trust for disabled people, whose vision aims to support the empowerment of persons with disabilities.

**Employee Community Involvement**

Absa has a vibrant employee culture of social giving; and through the Employee Community Involvement programme, our employees volunteer their time, energy and financial resources to needy institutions.

Absa encourages and recognises such volunteer efforts through:

- The Matching Fund
- Give As You Earn
- Reashoma.

**Group-wide community initiatives**

In addition to individuals and groups of employees working together and partnering with community organisations, a number of divisions and business clusters are involved in CSI projects, such as:

- Absa Sesego Cares
- Absa Home Loans' Project Vuka
- Absa Retail Bank's Bright Futures
- Personal Bank's Talk Together Project.

**Environment**

Absa focuses on creating environmental awareness, education and conservation; with a view to preserving the country's rich natural heritage and providing disadvantaged communities with trees and access to water; through partnerships with:

- The Peace Parks Foundation
- World Wildlife Fund
- Department of Environmental Affairs and Tourism
- The Department of Water Affairs and Forestry.

**Heritage, Arts and Culture**

The Absa Museum showcases the country's financial and banking history, from primitive money to modern banking technology. The Absa Archives house extensive records stretching back to the origins of Johannesburg, and have spearheaded the establishment of an Archives Forum for Corporate Archives.

Absa has a long history of supporting the development of art with the aim to increase the richness, diversity and cultural expression of South Africa, with regular exhibitions at the Absa Gallery.

<http://www.absa.co.za/absacoza/content.jsp?/Home/All-About-Absa/All-About-Absa/About-the-Absa-Group/CSI>

1. What is corporate social investment, or CSI? (4)
2. List six areas where Absa concentrates their Corporate Social Investment programme. (6)
3. Do you think Absa's approach to Corporate Social Investment is effective? (2)

Give reasons for your answer. (4)

4. Why do you think Absa invests so heavily in Corporate Social Investment. In other words, what incentives are there for Absa? (4)

## Question 6 (32 marks)

### Performance management

You are the HR manager of Boomtown Music. The business has been struggling and you came to the conclusion that employees are not performing as well as they should. Therefore, you decided to implement a performance management system within the organisation. Prepare a slide presentation consisting of eight slides (a drawn model), in which you explain the following to the employees:

1. Why performance appraisals will be done in future (2)
2. The process you will follow when implementing performance management (4)
3. The recommendation that employees work in teams. List three criteria that you will use to assess the teams' performance. (3)
4. Make sure that you follow the requirements for an effective slide presentation by implementing the six criteria for a good slide. (3)
5. Explain in a short paragraph how you would ensure that you make an effective presentation, by referring to the presentation aids you will use. (4)  
Also detail the style and processes you will follow. (6)
6. Your slide presentation will be marked out of 10. (10)

## Question 7 (40 marks)

### Indi Gold Mine

Indi Gold Mine mines copper near Rustenburg in North-West. It uses an open-cast mining system, which leaves huge scars on the land. Since rehabilitating land costs so much money, they decided not to rehabilitate any areas. The mine uses water from the nearby community dam. They also pump their waste into the river that flows next to the mine.

Indi's HR manager believes he can save Indi lots of money by dismissing employees just before month-end, thereby avoiding having to pay them. He forbids employees to belong to unions, saying he will fire anyone who signs up with the Mineworkers Union. The mine also fires anyone who develops AIDS, or is proven to be HIV positive. At its last meeting, the board approved a policy that women should not be appointed to any job level higher than that of administrative assistant.

Indi makes huge profits every year and its share price continues to climb.

1. Write an essay in which you address the following issues:
  - Indi as a caring organisation
  - Factors in the macro environment that Indi should take into account
  - A SWOT analysis of Indi
  - A possible vision statement for Indi. (40)

**TOTAL MARKS: 300**