

BUSINESS ROLES



Checklist

Make sure you:

- Discuss and apply the principles of ethics and professionalism to the work place
- Describe strategies to promote creative thinking
- Explain and discuss the importance of social responsibility and corporate citizenship
- Distinguish between Corporate Social Responsibility (CSR) and Corporate Social Investment (CSI)
- Discuss Human rights, inclusivity and environmental issues
- Describe team performance, assessment, conflict management and problem solving



Exam Questions

Question 1

- 1.1 An example of unprofessional and unethical behaviour is ...
- A employing unskilled workers.
 - B increasing prices due to competition.
 - C waste and abusing work time by doing personal things.
 - D attending to employees' work related problems in the plant.
- 1.2 Which ONE is not the clause or recommendation of the King's Code of Best Practice?
- A Improvement of corporate governance
 - B External audit
 - C Audit committees
 - D Risk Management
- 1.3 When a business builds ramps for wheelchairs, it demonstrates that the business is committed to...
- A Human rights
 - B Inclusivity
 - C Empowerment
 - D Environment

Question 2

Choose the correct word in brackets

- 2.1 (Corporate Social Responsibility/Corporate Citizenship) means that a company's business model should be socially responsible and environmentally sustainable.
- 2.2 (Force Field analysis/SWOT analysis) is a decision-making technique which examines all the forces for, and against a particular decision.
- 2.3 (Porter's Five Forces/The King Code) was introduced to promote good corporate governance because of the prevalence of corruption and unethical business practices.

Question 3

(Adapted from EC Paper, Sep 2014, Q 4.1)

Compare the Delphi technique to Force Field analysis technique in table form, and give examples of business problems that are best suited to each of these techniques.

(8 x 2) (16)

Question 4

(Adapted from EC Paper, Sep 2014, Q 4.2)

Discuss how the unauthorised use of funds and the price differences in rural areas could challenge ethical and professional behaviour, and also recommend how these forms of unethical behaviour can be addressed by businesses.

(6)

Question 5

(Adapted from EC Paper, Sep 2014, Q 4.4)

Describe any FOUR characteristics of a successful team.

(4 x 2) (8)

Question 6

Read the case study and answer the questions that follow:

Woolworths Trust (SA) CSI Project

"Woolworths Trust EduPlant is a model of public-private partnership that addresses national priorities such as food security, poverty alleviation and capacity building in our communities," comments Woolworths BEE Transformation Manager, Zinzi Mgolodela. "The government has called on business for this kind of participation. The Woolworths Trust has been delighted to join forces with Food & Trees for Africa, DWAF, Landcare and SABC Education to further the goals of EduPlant." Mgolodela also announced that the Woolworths Trust has extended its commitment to the EduPlant programme for the next five years.

- 6.1 What is the difference between CSI and CSR? (4)
- 6.2 Provide THREE benefits of CSI for businesses like Woolworths? (6)
- 6.3 Discuss TWO consumer rights that have an impact on business. (4)
- 6.4 Discuss THREE ethical business practices. (6)

Question 7

Often ethical issues are only addressed after a problem has occurred. A clear ethics strategy is needed to better enable the organisation to realise its ethical goals.

Provide SIX focus areas business should implement to realise their ethical goals. (6)

Question 8

(Adapted from EC Paper, Sep 2014, Q 9)

James and John are project managers at a huge textile company. They have a team of designers working in the company and quality controllers. It sometimes feels to them as if everyone in the team wants to do their own thing, and because of the conflict in the team, they get no-where. Deadlines have to be met, but it seems impossible because some people are just being difficult.

You are a professional mediator. Discuss the causes as well as the types of conflict, and then evaluate the role played by management, workplace forums and trade unions in minimising conflict in the workplace.

[40]



Answers

Exam Questions

Question 1

- 1.1 C
 1.2 B
 1.3 B

Question 2

- 2.1 Corporate Social Responsibility
 2.2 Force Field analysis
 2.3 The King Code

Question 3

DELPHI TECHNIQUES	FORCE FIELD ANALYSIS
Method of gathering information from a panel of specialists ✓✓	Method for listing, discussing and assessing the various forces for and against a proposed change ✓✓
Panel of specialists in a particular subject area ✓✓	Describe the current situation and the desired situation ✓✓
Draw up a questionnaire on a topic is distributed to the panel to respond ✓✓	List all the driving and restraining forces for the change ✓✓
Summarise responses and draw up a second questionnaire from the responses ✓✓	Allocate a score to each using numerical scale of 1–5 ✓✓
Distribute the second questionnaire with the findings ✓✓	List the forces according to strength; the driving forces on the left and the restraining forces on the right ✓✓
(Any 3 x 2) (6)	Analyse both forces and identify priorities and produce an action plan. ✓✓ (Any 3 x 2) (6)

Business problems

Delphi technique:

Is very suitable for complex problems that rely on expert knowledge, for example architecture.

Force Field analysis:

Is suited to decision-making processes on a vast number of investment topics, where all the pros and cons can be listed and assessed. (2X2) Max 16

Question 4

Pricing of goods in rural areas

- Lack of monitoring by regulatory bodies on legislated/ recommended prices.
- Business owners having their business located in rural areas far from town, add the transport cost to their price of goods and services.
- Lack of infrastructure results in businesses having no competition.
- Any other relevant answer related to the pricing of goods in rural areas.

Recommendation

- Monitoring by regulatory bodies on prices.
- Cost-effective ways of transporting the goods can be investigated.
- Suppliers should work together to take turns in delivery of goods and services.
- Government should improve infrastructure in rural areas.
- Any other relevant answer related to how businesses can address pricing of goods in rural areas.

Discussion (2x2)

Recommendation (1x2)

Question 5

Characteristics of a successful team

- Each member possesses the necessary skills to perform his/her task within the team.
- The team has set out realistic goals and objectives.
- Members are motivated to do their tasks successful as a team.
- Members work with a common desire to achieve their common goals.
- Show respect for the knowledge and skills of other members.
- Be motivated and supportive.
- All members support each other within the team.

Question 6

6.1 Corporate social investment (Any 1x2)

- Refer to any project undertaken by an organisation which is over and above normal business activities of the company and not directly aimed at increasing profitability.
- Programmes that will benefit the community and/or the environment, into which time, skills, expertise and money are invested.
- Any other relevant answer related to corporate social investment.

Corporate social responsibility (Any 1x2)

- Refers to any strategy used by a business to take responsibility for their impact on society and the environment.
- It is not a single action but rather an approach to doing business that guides all decision making in the firm.
- It is the way in which companies manage their business operations so that it does not negatively affect all stakeholders.
- Any other relevant answer related to corporate social responsibility.

[4]

6.2 Any 3x2

- Assist in solving socio-economic issues like poverty.
- Business can receive tax advantages (reductions or rebates)
- Increase or improves the image of the business.
- Increases the productivity of workers because the workers are proud to do something for the community.
- It can be used as a marketing strategy.

- Helps attract investors who want to invest in businesses that are socially responsible.
- Creates customer loyalty.
- Increases possibility of attracting experienced and well-qualified employees.

[6]

6.3 Any 2x2

- Positive changes in the community (food, poverty alleviation etc)
- Working with government to improve communities
- Relevant fact related to corporate citizenship related to Woolworths case study.

[4]

6.4 Any 3x2

- Not starting a venture at the expense of someone else
- Paying employees a fair wage
- Paying taxes to SARS
- Taking care of the environment and society
- Treating all employees equally.

[6]

Question 7

- Setting ethical standards
- Setting up an ethics committee
- Taking action
- Maintaining an ethical culture
- Measuring and monitoring ethical status
- Building ethical awareness

[6]

Question 8

Introduction

- Conflict refers to a difference or disagreement or natural clash between ideas, opinions, principles or policies.
- It leads people's focus away from work and it impacts negatively on the smooth running of the organisation.
- Workers become unproductive when conflict arises among them.
- Any other appropriate definition of conflict.

Causes of conflict

Lack of teamwork

It occurs when one member believes that his/her opinion or knowledge is better than that of his/her team members.

Unfair treatment

When there is favouritism from the management where one member arrives late or just be absent without any reason is not reprimanded, but others are reprimanded.

Discrimination/Gender bias

Is when the manager is treating female staff members different than that of male staff members.

Discrimination in salaries based on gender/race causes conflict.

Social factors/Personality clashes

Those people who struggle to work together/communicate because of personalities differ too much.

Different cultures or lack of knowledge about employees' beliefs usually lead to different working relationships.

Poor communication/miscommunication

It occurs when employees are not well informed of developments in the workplace or are not part of the decision-making process.

Scarce/Limited resources in the workplace

If all departments in an organisation do not have access to the same resources, it could lead to conflict in the workplace.

Types of conflict

Interpersonal conflict

Occurs between two colleagues who are disagreeing about an issue or opinion.

Intra-group conflict

Conflict between team members who are arguing about the best method to approach a different task or conflict between two departmental managers about not paying a certain order.

Inter-organisational conflict

The conflict between an organisation and its suppliers.

Conflict between colleagues on the same management level

Conflict between the financial manager and the production manager about the production budget.

Conflict between a manager and a subordinate

A manager who is not happy with an employee who is not pulling his weight towards his duties or work.

Approach-approach (+ and +)

Two positives e.g. getting a company car or salary increase.

Evaluation

Ways of handling/minimising conflict by management

Put all policies and procedures in place and communicate these policies to all employees.

Regular staff development sessions with employees to reduce conflict.

Have a code of ethics and code of conduct in place.

Allow employees to be part of decision making in the organisation.

Make sure that workplace forums are in place so that any challenge can be solved in time.

Any other relevant answer related to the ways of handling/ minimising conflict by management.

(3 x 2)(6)

Ways of handling/minimising conflict by workplace forums

Make sure that workers have a say in the decisions that affect their working conditions.

Consulting with employers and employees.

Enhancing workplace efficiency.

Develop better working relationships between employees and employers.

Promoting the interest of all workers.

Any other relevant answers related to ways of handling/minimising conflict by workplace forums.

(4 x 2) (8)

Ways of handling/minimising conflict by the trade unions

Lobby with government and other decision makers to ensure the best possible deal for workers.

Ensure the job security of members.

Negotiate working hours, overtime rates, leave and sick leave that would benefit workers.

Promote skills development, education and training of workers.

Improve working conditions in the workplace.

Ensure the fair treatment of workers in the workplace.

Any other relevant ways of handling/minimising conflict by trade unions.

(4 x 2) (8)

Conclusion

Effective conflict management builds trust, increases productivity and reduces absenteeism.

Management should regard conflict as a process to be well managed, but not be avoided.

Any other conclusion related to conflict.

(1 x 2) (2)