basic education

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Subject: Economic and Management Sciences

Paper 2

Marks: 80

Duration: 2 hours

excluding 15 minutes reading time

This paper consists of 24 pages, excluding the cover page.

9EMSE2

Instructions to the learner

1. You will receive 15 minutes reading time before you begin answering this paper.
2. Read all the instructions and questions carefully.
3. Answer all the questions.
4. Use the answer booklet provided to write all your answers.
5. The use of a non-programmable calculator is permissible.

The paper starts on the next page.



Do not turn the page until you are told to do so.

SECTION A

Question 1

1.1 Which option describes a product in a business plan?

A The product to the consumers
B How the product is advertised
C The cost of making the product
D The product to be manufactured (1)

1.2 Which option describes the production process?

A Changing raw materials into finished goods
B Using raw materials to manufacture goods
C Changing finished goods into raw materials
D Selling finished goods to make high profits (1)

1.3 Which option explains the role of the production manager?

A Delegates the responsibility towards achieving the target
B Shifts the responsibility towards achieving the target
C Conducts sales promotion to create brand awareness
D Creates good communication channels with the public (1)

Questions 1.4 – 1.7 are based on the scenario below:
Lindo started a business of selling frozen chickens to her colleagues during weekends. Each chicken was bought at R160 and sold for R200. Her colleagues ordered 20 chickens every weekend. Due to loadshedding, 8 of the chickens became rotten.

1.4 How much profit was Lindo supposed to make every weekend?

A R360
B R800
C R3 200
D R4 000 (1)

1.5 How much loss did Lindo suffer due to loadshedding?

A R1 600
B R2 400
C R2 880
D R3 200 (1)

1.6 What is the cost price of 20 frozen chickens?

A R1 920
B R2 400
C R3 200
D R4 000 (1)

1.7 What is the selling price of 20 frozen chickens?

A R1 280
B R1 600
C R3 200
D R4 000 (1)

1.8 Sarah is a Sunday school teacher and also bakes delicious scones. The church planned to have a Sunday school camp. She bakes and sells 100 scones for fundraising to children.

Who is Sarah's target market?

A Church elders
B Church Pastor
C Sunday school children
D Sunday school teacher (1)

1.9 Tabo was retrenched at work and received Unemployment Insurance Fund (UIF) money. He decided to use a portion of the money to start a hair salon.

What type of capital did Tabo use to start his hair salon?

A Own
B Borrowed
C Financial
D Human (1)

1.10 What happens to a sole trader if the owner dies?

A Convert it into a partnership
B Business stops to exist
C Continues to operate
D Taken over by the government (1)

1.11 Zap Zamo (Pty) Ltd specialises in school shoes. A board of directors manages the business.

Which form of ownership is described in the above scenario?

A Sole Trader
B Partnership
C Public Company
D Private Company (1)

1.12 Which option explains a business plan?

A A document that shows the profit and loss of a business
B A document that outlines all the details of a business idea
C A document that lists all the forms of ownership in a business
D A document that shows all the details of the owner and workers (1)

1.13 Mitchel is an unemployed graduate. She decided to open a stationery shop and sells counting blocks, alphabet blocks, crayons and colouring books.

Which age group is targeted by Mitchel?

A 16 – 18 years
B 13 – 15 years
C 6 – 8 years
D 0 – 2 years (1)

1.14 Ludidi Traders is only manufacturing school uniform and is supplying twenty schools.

Who is targeted by Ludidi Traders?

A Learners
B Teachers
C Cleaning personnel
D Security personnel (1)

1.15 Which function is responsible for keeping records in a business?

A Administration
B Marketing
C Purchasing
D Production (1)

1.16 Who draws up the budget for buying goods in a business?

A Public Relations manager
B Human Resource manager
C Purchasing manager
D Production manager (1)

1.17 Which option is an example of bad customer service?

A Being friendly to customers
B Offering personalised assistance
C Responding quickly to customer queries
D Ignoring customer complaints (1)

1.18 Which of the duties are performed by the finance department?

A Recording of the business data
B Protecting against unforeseen risks
C Tracking inflow and outflow of funds
D Buying trading stock for a business (1)

1.19 What is the main responsibility of the Human Resource recruitment team?

A Supervising newly appointed employees
B Hiring the right candidates for the job
C Managing company finances
D Monitoring employee performance (1)

1.20 Which of the following is a key responsibility of the production function?

A Hiring new staff members
B Delivering customer orders
C Managing product quality and quantity
D Designing marketing campaigns (1)

1.21 What does the general manager do when delegating tasks?

A Avoid giving deadlines
B Ignore employee skills
C Give all tasks to only one employee
D Distribute work to relevant employees (1)

1.22 What should the marketing team consider when setting the price of the product?

A Customer affordability and competitors' prices
B How much the manager likes the product
C How fast the product is manufactured
D Only the profit of the company (1)

1.23 Which of the following is a common distribution channel used by businesses?

A Consumer → Retailer → Wholesaler → Producer
B Producer → Wholesaler → Retailer → Consumer
C Retailer → Producer → Consumer → Wholesaler
D Wholesaler → Consumer → Producer → Retailer (1)

1.24 Which of the following can be identified by the risk manager as a natural disaster?

A High employee resignations
B Floods and earthquakes
C High product prices
D Internet failure (1)

1.25 You have recently joined the administration team at Lee Solutions Ltd. as an Administrative Assistant. One of your key responsibilities is to manage the company's filing system. The company uses an old filing system to store information.

Which filing system would be accessible anywhere and anytime?

A Numerical filing system
B Alphabetical filing system
C Digital filing system
D Subject filing system (1)

1.26 How do trade unions contribute to economic stability?

A Ensure that workers have stable income
B Prevent businesses from growing too big
C Ensure only a few industries can hire workers
D Limit workers' rights to demand better benefits (1)

1.27 Zoyie is working as a Purchasing Assistant at KeloTech Supplies Ltd. The company sources office equipment from different suppliers. Zoyie has been tasked to assist in supplier selection. She compares prices to select best suppliers.

What is the best method to ensure the most accurate price checking?

A Comparing prices based on product quality, delivery and discounts
B Choosing the lowest price without checking quality
C Selecting suppliers with the longest delivery time
D Identifying suppliers based on poor quality and late deliveries (1)

1.28 What does the first "A" in AIDA stand for?

A Attract
B Attention
C Arouse
D Action (1)

1.29 A popular clothing brand donates 10% of its sales to a local children's education fund and promotes this initiative on social media.

How does this action reflect the social responsibility of the business?

A Focusing on increasing prices
B Forcing customers to donate
C Advertising the business on social media
D Showing commitment to community welfare (1)

1.30 Lindz Factory produces 6 000 pairs of sports shoes but were only able to supply a local retailer with 3 500 pairs. Thus, the factory has a surplus of 2 500 pairs.

How would Lindz Factory get buyers for the surplus?

A Promotion
B Purchasing
C Packaging
D Planning (1)

1.31 Which department would handle the employee disciplinary process?

A Finance
B Marketing
C Human Resource
D Public Relation (1)

1.32 The company is experiencing frequent machine breakdowns, leading to delays in the production the process.

Which production strategy can help to minimise such disruptions?

A Regular maintenance
B Increasing orders
C Increase the number of workers
D Producing in large quantities (1)

1.33 Imagine that you and your classmates have started a small business selling custom-designed phone cases. You have received many orders, but now you need to properly plan and organise your business to ensure success.

Which of the following options best explains the importance of planning in a business?

A Helps businesses to spend money quickly
B Ensures that employees work without any supervision
C Allows businesses to set goals and allocate resources efficiently
D Guarantees that a business will never face financial difficulties (1)

1.34 The manager of Delish Bites creates a schedule for employees, by dividing work into baking, customer service and inventory management. She also oversees daily operations and decides on reporting structures so that employees know who to contact when they face challenges.

How does organising as a management task help Delish Bites?

A Ensures that each employee knows their duties
B Attracts new customers through promotional campaigns
C Prepare the bakery's profit and loss statement
D Creates new recipes for the bakery's menu (1)

1.35 Which of the following is an opportunity in the options below?

A External factors that help the business grow
B Internal problems affecting the business
C Negative changes in the market
D Positive innovations of the business (1)

1.36 Which of the following is an example of a weakness in a business?

A Strong customer loyalty
B High sales and profits
C High employee turnover
D Unique product innovation (1)

1.37 Pen Holdings has a team of employees, with the skills and expertise to carry out the company's strategy effectively.

Which part of the SWOT analysis does the scenario refer to?

A Strength
B Weakness
C Opportunity
D Threat (1)

1.38 Which of the following options is a threat?

A Internal factors that contribute to a company's success
B Internal factors that may hinder a company's success
C External factors that present company's potential growth
D External factors that could harm the company's performance (1)

1.39 The advertising agent of Mickey Photo Studio advertised the business in a Big Billboard at the Mall that is 100 km away from the studio location. As a result, the marketing strategy was ineffective.

Which of the following options is a possible solution for the above weakness?

A Improving photo shooting service
B Investing in social media platforms
C Outsourcing sales activities
D Shut down the studio (1)

1.40 KiBee Hairdressing Salon is facing a decrease in sales due to increased competition from discount chains that offer basic hair services at significantly lower prices.

Which of the opportunities below can be aligned to the above threat?

A Lowering prices of hair products to compete with discount chains
B Opening additional locations for hair products to increase sales
C Introducing spa treatments that are not offered by discount chains
D Extending the working hours to accommodate more customers (1)

1.41 What does CCMA stand for?

A Conciliation for Commission, Mediation and Arbitration
B Commission for Conciliation, Mediation and Arbitration
C Commission for Conciliation, Mediator and Arbitration
D Conciliation for Commission, Mediator and Arbitration (1)

1.42 What is the first step of the disciplinary procedure?

A Investigate the matter
B Decide on the appropriate action
C Inform the relevant employee
D Identify the issue (1)

1.43 Which option does **not** define economic growth?

A An increase in production capacity of an economy
B A decrease in the amount of goods and services produced
C A rise in the standard of living of the population
D An increase in the amount of goods and services produced (1)

1.44 Rickie, an employee at Kiddies Store, believes he was unfairly dismissed after raising concerns about unsafe working conditions. He approaches the CCMA to resolve the dispute. During the process, a commissioner is assigned to facilitate discussions between Rickie and his employer to reach an agreement.

What is the primary role of the CCMA in Rickie's case?

A To provide legal representation for Rickie
B To mediate and arbitrate workplace disputes
C To ensure Rickie receives financial compensation
D To punish employers for dismissing employees (1)

1.45 Which of the following options explain the final stage of disciplinary procedure?

A Allow the employee to appeal the decision
B Present findings and allow employee to respond
C Gathering relevant information and evidence
D Decide on an appropriate action for misconduct (1)

1.46 Zeff a waiter at NiceThings Restaurant asked for the day off for an important religious holiday, but his request was denied by his manager. When Zeff says that he will have to miss work, the manager threatens to fire him if he does not show up.

Which of the following describes an unfair labour practice in this scenario?

A Denied Zeff's request for a religious holiday
B Allowed Zeff to miss work on religious holiday
C Review Zeff's request to take a day off
D Threatened to fire Zeff if he shows up (1)

Questions 1.47 and 1.48 are based on the scenario below.
Workers at Woodlands Furniture Factory, were dissatisfied with the conditions of work they found themselves in. They were not paid for working overtime and they decided to embark on a Go-slow action.

1.47 What is the explanation of Go-slow?

A Protesting outside the workplace
B Work stoppage of employees
C Workers reduce work pace
D Perform duties as per contract (1)

1.48 How did the industrial action negatively impact on the business image?

A Improved working conditions
B Loss of customers' loyalty
C Recognition of business by the public
D Brought about a peaceful workplace (1)

1.49 JJ Mining, employed people of different gender, culture and race. The male workers were paid more than the female workers irrespective of the same job they do. All the workers decided to express their grievances by embarking on an unlawful strike.

What is the consequence of embarking on an unlawful strike for JJ Mining?

A Discourage foreign and domestic investment
B Improve the working conditions of workers
C Create an image of stability in the economy
D No loss of income for the duration of the strike (1)

1.50 Two of Alaska Grill employees had a fight during working hours. They were both dismissed without hearing and the matter was reported to the trade union for intervention.

Which option is discussed in the Basic Conditions of Employment based on the above scenario?

A Workers have the right to ignore labour legislation
B Employer has the right not to engage with workers
C Employer has the right not to investigate the matter
D Workers have the right to fair trial and appeal (1)

1.51 Which option is one the roles of trade unions in promoting employment?

A Creating instability in the country
B Damaging business assets
C Developing and training members
D Replacing workers with machines (1)

1.52 How do trade unions promote sustainable growth?

A Providing legal advice and force all employees to study labour laws
B Combating poverty through the introduction of minimum wages
C Improving the working conditions of only highly skilled workers
D Supporting the use of unskilled workers at a low rate (1)

1.53 Why is it important for trade unions to develop workers' skills?

A Highly skilled employees bring productivity benefits for employers
B Businesses will increase prices to counter the effect of higher wages
C Skilled workers will work less hours and be paid more wages
D Force management to retrench all unskilled workers (1)

1.54 Industrial workers belonging to one of the biggest unions embarked on an industrial action because they were not happy and demanded 8.5% more on their monthly income. Parties reached a deadlock and the union kept on putting pressure on the employer.

Why did the union and employer reach a deadlock?

A Workers embarking on an industrial action
B Parties did not agree on the wage increase
C Workers were not happy with their income
D Union keeping pressure on the employer (1)

1.55 Which option explains a healthy working condition?

A Employees are less productive and disloyal
B Employees' physical and mental well-being are supported
C Employees feel demotivated, unhappy and unappreciated
D Employees will have low morale and low turnover (1)

1.56 KP Ditshwene, an educator at Mogale SS, is presently studying educational law with North University. He took leave from 6 to 9 October 2025 because he will be writing his final examination.

What type of leave did KP Ditshwene take?

A Sick leave
B Annual leave
C Maternity leave
D Study leave (1)

1.57 Why is safety for employees important at the workplace?

A Decrease productivity at the workplace
B Encourage workers to take risks
C Increase the employee turnover
D Reduce accidents and injuries (1)

Questions 1.58 and 1.59 are based on the scenario below:
Workers at Village Clinic left the patients unattended for three days. They embarked on an unauthorised strike because their grievances on terms of employment were not settled. Trade unions and site stewards are in the process of negotiations with the employer aimed at reaching an agreement.

1.58 What would the effect of the scenario be on the terms of employment?

A Employees will get paid for the duration of the strike
B Create a public image of stability in the country
C Employees will lose income for the duration of the strike
D Job creation by foreign and domestic investments (1)

1.59 What is the purpose of collective bargaining in the scenario?

A Increase competition amongst employees
B Promote individual employment contracts
C Eliminate trade unions in industries
D Negotiate better wages for workers (1)

1.60 Matshidiso is a farm worker in one of the biggest commercial farms, producing vegetables. She is paid below the minimum wage and does not get paid leave. She works overtime with limited resting time and her work environment is unhealthy.

What challenge does Matshidiso have?

A Poor working conditions
B Housing allowance
C Unlimited resting time
D Medical aid benefit (1)

1.61 How is the workplace forum established?

A Casual workers are elected to be part of the forum
B All supervisors are forced to be part of the forum
C All employees form part of the workplace forum
D Employees elect committee members for representation (1)

1.62 Which option explains the workplace forum?

A Platform for employees and employers to make decisions
B Platform for employees to participate in decision making
C Platform for employers to participate in decision making
D Platform for trade unions to participate in decision making (1)

1.63 Zanele is an employee at a manufacturing company and is part of an organisation that represents workers' rights. She recently attended a meeting where leaders discussed collective bargaining and workplace issues. Later, Zanele also learned about another organisation that brings together multiple similar worker organisations under one umbrella.

Which type of organisation is Zanele part of?

A Trade union
B Federation
C Government agency
D Employers' association (1)

1.64 How can trade unions create new job opportunities?

A Ensuring that workers have the right to safety
B Decreasing employment opportunities
C Supporting policies that stimulate economic growth
D Negotiating working conditions with the employer (1)

SECTION B
Question 2

2.1 Doly (PTY) Ltd is manufacturing school jerseys. In January 2025 the workers requested a 5% wage increase and they did not reach an agreement with the employer. The site steward submitted a 14 days' notice for a lawful strike and the employer granted the permission.

What are **two** effects of a lawful strike on businesses? (2)

Questions 2.2 and 2.3 are based on the scenario below:
Lerato, the General Manager at Letha Restaurant, oversees business operations. Her responsibilities include staff scheduling, setting business goals, arranging promotions, motivating employees and monitoring business performance. This is based on customer feedback and sales tracking.

2.2 Describe **two** managerial tasks performed by Lerato that explain controlling. (2)

2.3 Describe **two** managerial tasks performed by Lerato that explain planning. (2)

2.4 The manager of Dzell Flavoured Water Manufacturers has identified that a recent flooding has disrupted the business supply chain, causing a delay in receiving raw materials. The delay resulted in a decrease in production.

Discuss **two** strategies that the business can use to manage the financial risk in the future for the above scenario. (2)

2.5 Sive Confectionery has started a baking business for wedding and birthday cakes, scones and bread.

Name **four** advertising media Sive can use to reach the target market? (4)

2.6 A local gym conducted a SWOT analysis and discovered that they had a loyal customer base as well as modern equipment but are also facing the entry of new competitors and potential economic downturns.

Evaluate the local gym by referring to **two** strengths and **two** threats. (4)

End of paper