



**BUSINESS STUDIES: PAPER II**

Time: 2 hours

100 marks

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**PLEASE READ THE FOLLOWING INSTRUCTIONS CAREFULLY**

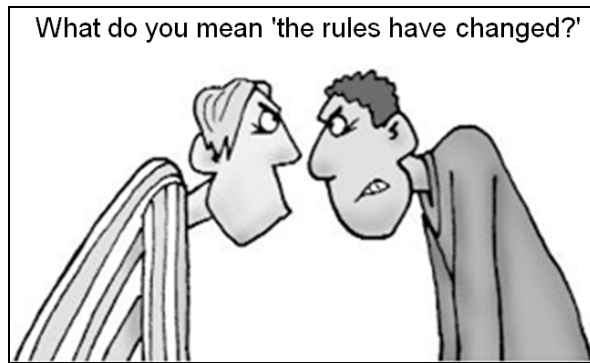
1. This question paper consists of 4 pages. Please check that your question paper is complete.
2. Read the questions carefully and plan the length of your answers in relation to the sections being covered in each question.
3. Answer **both Question 1 and Question 2**.
4. Number your answers exactly as the questions are numbered. Each question must be answered on a **new page**.
5. Candidates are advised to pay special attention to the use of language.
6. It is in your own interest to write legibly and to present your work neatly.
7. Answers must be completed in the Answer Book provided.

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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.
- Creative problem solving rather than just giving theoretical facts.
- Synthesis and sequencing.

**SOURCE A**



[Downloaded and adapted from  
<<http://hausdorffbb.blogspot.com/2013/02/WDTNTSA-conflict.html>>  
on 22 November 2013]

**SOURCE B**



[Downloaded from <[http://www.forbes.com/fdc/welcome\\_mjx.shtml](http://www.forbes.com/fdc/welcome_mjx.shtml)>  
on 5 December 2013]

**SOURCE C**



[Downloaded and adapted from  
<[http://www.cartoonstock.com/directory/c/conflict\\_in\\_the\\_workplace.asp](http://www.cartoonstock.com/directory/c/conflict_in_the_workplace.asp)>  
on 22 November 2013]

**SOURCE D****No winners in Pick n Pay strike**

[Downloaded and adapted from  
<<http://www.bizcommunity.com/Article/196/162/53919.html>>  
5 December 2013]

**SOURCE E****Pick n Pay first-half profit up 14%**

Oct 22 2013 09:54 Reuters

**PICK N PAY STORES LIMITED [JSE:PIK]**

Johannesburg – South Africa's second-largest grocer, Pick n Pay Stores, reported a near 14% rise in first-half profit on Tuesday, a sign that a costly strategy to win market share and streamline its supply chain (purchasing function) is starting to bear fruit.

However, Pick n Pay is trailing behind rivals such as Shoprite both operationally and in the stock market, due to late investments in the supply chain and the costs of a shopper loyalty programme to protect and win market share.

Recently appointed Chief Executive Richard Brasher, the former head of Tesco's UK unit who took over Pick n Pay this year, is widely expected to hasten the business turnaround.



[Downloaded and adapted from <<http://www.fin24.com/Companies/Retail/Pick-n-Pay-first-half-profit-up-14-20131022>> on 22 November 2013]

**QUESTION 1****Required:**

You have recently seen an advertisement in the newspaper where Pick n Pay is advertising for a consultant to help them to manage conflict and promote ethical behaviour in the Pick n Pay retail environment. You feel that you are very well qualified for the position, as you have recently resigned as National Manager of one of Pick n Pay's competitors.



In order to be appointed as the consultant, you have to write a business report to the Pick n Pay Board of Directors in which you focus on the following two issues:

- possible reasons for conflict in a retail environment and suggestions on how this conflict could be resolved;
- a discussion on how responsible and ethical business practice should be conducted in Pick n Pay in order to prevent and/or solve some of the ethical issues that you experienced in your previous position. These may include (but are not limited to) issues on labour relations, unethical advertising and corruption.

**[50]**

**QUESTION 2****Required:**

From Source E it is clear that Pick n Pay is trying to improve its overall performance. One of the strategies implemented to achieve this, was to re-evaluate certain management positions and to appoint new people in these positions. Pick n Pay also analysed both its internal and external environments.



Write a business report to the Board of Directors of Pick n Pay in which you assess the factors to be considered when analysing the quality of performance of the different business functions and external environment of Pick n Pay. Also make recommendations on how to improve the overall performance of the business.

**[50]****Total: 100 marks**