



University of Fort Hare  
*Together in Excellence*

**DEPARTMENT OF ACCOUNTING, ECONOMICS AND FINANCE**  
**BUSINESS STRATEGY AND TAX GOVERNANCE**  
**ABT 311E**

**EXAMINATION**  
**JUNE 2025**

<b>ASSESSORS:</b>	Mrs Sthembile Ntsele Mrs Gail Young
<b>MODERATOR :</b>	Ms N. Khumalo
<b>TIME:</b>	3 hours
<b>MARKS:</b>	120
<b>PAGES:</b>	8 pages (including front page)

**INSTRUCTIONS:**

1. Answer **all** the questions.
2. Answer each question on a new answer sheet.
3. Show all workings clearly – marks are allocated to workings.
4. Only answers in ink will be marked (including workings). Pages where pencil or tippex were used will not qualify for remarking.
5. Only silent, non-programmable calculators are allowed.
6. Students that contravene the rules in the General Prospectus of the University of Fort Hare will be disciplined in accordance with said rules.
7. The following texts are allowed for use during the examination (provided they contain NO annotations other than underlining, side-lining and/or highlighting):
  - SAICA Handbook

SECTION	MARKS	MINUTES
A	80	120
B	40	60

of Apple's business is organised on a functional basis—sales, product design, and worldwide manufacturing and operations—so shareholder value can only be calculated for the entire company instead of at a decentralized level. The measure, however, helps senior managers in each major organisational unit assess the impact of their activities on the entire company's valuation and evaluate new business ventures.

Source: <https://hbr.org/1993/09/putting-the-balanced-scorecard-to-work>

	REQUIRED	MARKS
1.1	The Balanced Scorecard enables organisations to achieve an integrated, aligned, and balanced focus on the achievement of the organisational vision. It requires executives to clarify the meaning of the organisation's strategy by developing operational measures based on four perspectives. Discuss the FOUR (4) perspectives of the Balanced Scorecard. In addition, provide evidence from the case study to support your answer	(16)
1.2	Stakeholders refer to all individuals or groups who are directly or indirectly impacted by a company's actions or operation. Identify all key stakeholders of Apple Computer.  Discuss the <b>role, interests and Apple response</b> to stakeholders' interest.	(6)  (18)

## QUESTION 2

[40 MARKS]

### ANNEXURE 2: WOOLWORTHS CASE STUDY

Woolworths has joined other major retailers in South Africa in counting the costs of near-permanent load shedding on its bottom line. The group published its interim results for the 26 weeks ended 25 December 2022, which included four months of non-stop load shedding starting September 2022. According to the group, the energy crisis has been devastating and has had a pronounced impact on the broader South African economy and business confidence. It estimates that the financial impact of load shedding on the group's operating profit was also significant, with the company incurring costs of around

**SECTION B**

**QUESTION 3**

**40 MARKS (60 MINUTES)**

You are a third year tax trainee at Tax Specialist Ltd working in the tax division. The following queries relates to the clients in your division, who are all South African residents:

**QUERY 1**

**(6)**

Barry Betty a client was unfamiliar with the terms, tax evasion, tax avoidance, and impermissible tax avoidance under these sections with regards to the provisions in section 80A to 80L of the Income Tax Legislation.

<b>REQUIRED:</b>	<b>MARKS</b>
Respond to Barry by discussing the differences between tax evasion, tax avoidance and impermissible tax avoidance.	<b>6</b>

**QUERY 2**

**(24)**

Mbanda Mjezi incurs normal tax at the maximum marginal tax rate at 45% on all his earnings. He has a 21-year-old son who is a full-time university student, studying his Advanced Diploma in Accounting at the University of Fort Hare. During 2025 year of assessment Mbanda spent R180 000 on maintaining his son. This was in addition to providing him with accommodation. Both Mbanda and his son are residents of the Republic.

Acting upon advice of his accountant, Mbanda and his son carried out the following transactions:

1. On 28 February 2024 Mbanda sold a rent-producing property at its market value of R3 000 000 to his accountant.
2. On 1 March 2024 he lent the R3 000 000 from his sale to his son interest free.
3. On the same day his son used the R3 000 000 to purchase the same rent producing property from his accountant.

During 2025 year of assessment net rentals of R180 000 accrued to Mbanda's son from the rent-producing property he had purchased. This amount was the sole amount that