higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 3

(3021013)

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09:00–12:00

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
OPERATIONS MANAGEMENT
NQF LEVEL 3
TIME: 3 HOURS
MARKS: 150

INSTRUCTIONS AND INFORMATION

1. Answer all the questions.
2. Read all the questions carefully.
3. Number the answers according to the numbering system used in this question paper.
4. Use only black or blue ink.
5. Write neatly and legibly.

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SECTION A

QUESTION 1

1.1 Complete the following sentences by choosing a word or words from the options provided in the box below. Choose the answer and write only the correct item next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

SABS; shareholders; trade journals; human resources; contingency plan; risk evaluation; team work; staff deployment; stakeholders; work sampling; NGO; risk; assets; business plan; quality control

1.1.1 The joint effort by employees in order to achieve a common goal or to complete a task in the most efficient way is called … .

1.1.2 … is responsible for regulating the quality of goods and services in South Africa.

1.1.3 … ensures that products/services meet the company standards.

1.1.4 ... have financial interest in the wellbeing and running of the business.

1.1.5 ... occurs when the operations manager decides whether all the hazards relevant to the operations are identified.

1.1.6 The information and contact details of the suppliers in an industry are contained in a book called … .

1.1.7 … is a backup measure in case something wrong happens to the original plan when operating a business.

1.1.8 … is the possibility of damage, loss or injury that might occur in a business.

1.1.9 … ensures that a business has effective allocation of work and employees' workload is evenly distributed.

1.1.10 ... refers to all employees, from the unqualified to CEOs of the business.

(10 × 1) (10)

1.2 Define the following:

1.2.1 Zero tolerance policy

1.2.2 Revenue

1.2.3 Environmental stakeholders

1.2.4 Work ethic

1.2.5 Quality evaluation instrument

(5 × 2) (10)

TOTAL SECTION A: 20

SECTION B

Read the extract below and answer the questions.

THEO'S FAST FOOD (TFF)

It's 4 am and while her children sleep, 49-year-old entrepreneur Theo Thomas is already up baking scones and cake while simultaneously whipping up beef and chicken stews—all to be sold in the family shop that will open at 8 am.

Located at a taxi stand in Vosloorus community, close to Johannesburg, South Africa, "Theo's Fast Food" catering and takeaway offers sweets, snacks and home-cooked lunch meals to drivers and commuters alike. Without an understanding of how to price items profitably or track business records, at one point Theo struggled and considered closing her shop.

Things changed when she was invited to participate in business skills training, run by a UN Women programme to empower women economically and conducted in partnership with the Coca-Cola Company as part of the company's initiative to integrate women into its value chain. She received training on record-keeping, managing income and expenditure, marketing and competition. Not only did Theo become a more successful businesswoman as a result, but she gained her confidence back. She now dreams of creating a second bigger shop in a larger taxi stand area by 2027 and handing over her first business to her daughter Lesedi. She will need apprioximately R500 000 to do so.

https://www.entrepreneursdata.com (EDITED)

QUESTION 2

Sello Ndlovu is a cousin who is tasked to help Theo's Fast Food (TFF) by overseeing its day-to-day activities to be productive and profitable.

2.1 Businesses should use certain techniques to review their systems and procedures.

Explain SEVEN tools and techniques of TQM that Sello can use to ensure quality products and services are delivered. (14)

2.2 Poor quality products/services can easily anger customers.

State any FOUR reasons that can cause TFF to not comply with quality procedures. (8)

2.3 Sello needs to manage quality in everything TFF does by using QMS.

Differentiate between *quality control* and *quality assurance* for TFF. (4)

2.4 Discuss any FOUR ways in which TFF can manage or control risks whenever they occur. (8)

2.5 Explain any FOUR recommendations for effective risk management in TFF. (8)

2.6 Resources can contribute to failure in completing the operations of TFF.

State SEVEN ways in which resources can cause such failure. (7)

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QUESTION 3

3.1 Differentiate between a *subcontractor* and a *vendor* for TFF. (4)

3.2 Advise Sello on how to evaluate the contributions of resources to the monthly operation plan. (8)

3.3 List any FOUR examples of human resources that will be needed in the operations of TFF. (4)

3.4 Evaluate Sello's performance as the safety officer of TFF. (6)

3.5 Employees are unpredictable and can react negatively to bad management.

Suggest to Sello how he can fulfil the human relations roles in this business. (10)

3.6 Why is it important for Sello to draw up an operational plan for TFF? (10)

3.7 Organisations need a way to be sustained when executing their operations and ensuring quality in selling goods and rendering services.

List the FOUR pillars of TQM that need to be observed for TFF to be sustainable. (4)

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QUESTION 4

4.1 Advise Sello on protocols to be used in TFF to avoid breakdowns in communication between business systems. (4)

4.2 Explain some methods that can improve effective flow of information between business systems for TFF. (6)

4.3 Advise Sello on FIVE basic principles he may apply in maintaining relations with financial stakeholders. (5)

4.4 TFF might sometimes fail to understand the importance of stakeholders' satisfaction.

Identify any SIX areas in which failure might occur. (6)

4.5 Identify the factors to consider when analysing the stakeholder policy for TFF. (4)

4.6 A business will have certain objectives that define its success.

List any FOUR of these objectives. (4)

4.7 Sello must ensure planning is done in a SMART way.

Show your understanding of this acronym by explaining how Sello will use it to achieve TFF's goals. (10)

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TOTAL SECTION B: 130
GRAND TOTAL: 150

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