higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 4

12 November 2024

This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	A✓
	1.1.2	B✓
	1.1.3	A✓
	1.1.4	D✓
	1.1.5	D✓
	1.1.6	B✓
	1.1.7	C✓
	1.1.8	B✓
	1.1.9	C✓
	1.1.10	A✓

(10 × 1) (10)

1.2	1.2.1	False✓
	1.2.2	True✓
	1.2.3	False✓
	1.2.4	True✓
	1.2.5	False✓
	1.2.6	True✓
	1.2.7	True✓
	1.2.8	True✓
	1.2.9	False✓
	1.2.10	False✓

(10 × 1) (10)

TOTAL SECTION A: 20

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SECTION B

QUESTION 2

2.1 2.1.1

- Human Resources:✓deals with employment and training of staff ✓
- Sales and marketing:✓ deals with marketing and pricing strategies✓
- Research and development:✓ new products development and product testing✓
- Finance and accounts: ✓ cash flow and monitoring of income and expenses✓
- Production: ✓ sourcing resources, planning, converting raw materials to finished products✓
- Administration and IT: ✓ clerical work, IT application and security✓
- Customer service:✓ enquiries and advises about products, after-sales service and attend to customer complaints ✓ (Any 7 × 2) (14)

2.1.2

- Human Resources: They may not work because of equipment not working ✓
- Sales and Marketing: point of sales, administering sales may be a problem ✓
- Research and Development: new product development and product testing can be hampered ✓
- Finance and accounts: software that depends on network can be affected by cash flow and monitoring of incomes and expenses✓
- Production: sourcing resources, planning, converting raw material to finished products may be affected✓
- Administration and IT: clerical work, IT application and security may be jeopardised
- Customer service: enquiries, advice about products, after-sales service and attending to customer complaints may be difficult when using the network (Any 5 × 1) (5)

2.2

- Data gathering✓ – It is important because it enables the management team to keep track of the status of the system. ✓
- Comparing✓ – This is the comparing or matching of the operating data with the pre-determined standards of performance which involves time, standards and company goals. ✓
- Analysing✓ – Is concerned with detecting the reason for the problem. ✓
- Decision making✓ – Entails the selection of the appropriate corrective action from the different available alternatives. ✓
- Corrective action ✓– It implements the change or adjustment of the decisions and may consist of one action or a sequence of actions to take. The average number of hours needed to produce a service. ✓
- Maximum number of productive hours. (5 × 2) (10)

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2.3 2.3.1 Quality is meeting certain requirements: ✓ degree of satisfying customer's/client's needs✓ (2)

2.3.2
- A pleasant working environment that enhances staff productivity✓
- Skilled managers✓
- Skilled employees✓
- Workers who take pride in what they do✓
- Workers who take responsibility for what they do✓
- Using the best materials to produce top quality goods✓
- Efficient business procedures and practices✓ (Any 7 × 1) (7)

2.3 2.3.3
- Customer focus✓
- Leadership✓
- Involvement in people✓
- A process approach✓
- A systematic approach to management✓
- Continual improvement✓
- A factual approach to decision making✓
- Mutually beneficial stakeholder relationship. (Any 7 × 1) (7)

[45]

QUESTION 3

3.1 3.1.1
- To get the most out of an opportunity. ✓
- To avoid or solve problems. ✓
- It allocates budget and foresee future expenses. ✓
- Helps to identify our goals clearly. ✓
- It gives the right direction. ✓
- It helps with effective control.
- Make contingencies plans. (Any 5 × 1) (5)

3.1.2
- Physiological✓
- Safety✓
- Social/love✓
- Esteem✓
- Self-actualization✓ (5 × 1) (5)

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3.2

Where are we now?	Where do we want to be?	How are we going to get there?	How will we measure our progress?
Load shedding✓✓ Poor production	No load shedding✓✓ Increased productivity	Install solar panels✓✓ Establishment of Eskom load shedding schedule	Install +- 3 solar panels a year✓✓ Increase in customers/ Increased profits

(4 × 2) (8)

3.3 3.3.1

- Theft✓
- Fire✓
- Human resources✓
- Health and safety✓
- Financial risk✓
- Data confidentiality✓
- Environmental risk ✓

(Any 6 × 1) (6)

3.3.2

- Theft – CCTV may be off✓✓
- Fire – electrical cables may be affected especially faulty ones causing fire✓✓
- Human resources – untrained staff may not have work during this time✓✓
- Health and safety – the environment may cause harm to the employees, e.g. air conditioners not working when it is too cold or warm✓✓
- Financial risk – losing money to buy alternatives, e.g. generators or while there is no electricity✓✓
- Data confidentiality – confidential information may be exposed or not received at the right time✓✓
- Environmental risk – using alternative method may cause pollution

(Any 6 × 2) (12)

3.3.3

- Buy generators✓✓
- Install solar panels✓✓
- Get the latest Eskom schedules

(Any 2 × 2) (4)

3.4

- Decreased quality✓
- Increased expenses✓
- Misused facilities✓
- Overstaffing✓
- Excess skilled labour✓
- Low staff morale

(Any 5 × 1) (5)

[45]

QUESTION 4

4.1 4.1.1 Supporters of a business around a city, province, country. ✓✓ (2)

4.1.2
- Give back to the community, e.g. help them fight crime✓
- Create jobs✓
- Donate to the community, e.g. R2 donations collected from customers✓
- Be seen to be involved for their upliftment✓
- Be transparent
- Be vocal about issues affecting the community
- Money raised and promised must actually reach the intended communities
- Be trustworthy and transparent (Any 4 × 1) (4)

4.1.3
- Experienced and teach mentee skills Willing and able to help others✓✓
- Always flexible✓✓
- Able to give constructive feedback✓✓
- Eager to learn and develop others✓✓
- Foster confidentiality✓✓
- Accomplish goals
- Build trust through engagement
- Challenge each other with open-ended and inquisitive questions
- Facilitate learning opportunities
- Provide feedback going both ways
- Share core values (Any 5 × 2) (10)

4.2 4.2.1 Means customer complaints are solved at one interaction between a customer and employee✓✓

4.2.2 Low customer satisfaction✓✓

4.2.3 Explains how much money is derived from the money invested by shareholders✓✓

4.2.4 Money received by the company in investing in its own assets. ✓✓
(4 × 2) (8)

4.3
- Objectives: KFC must know the objectives they wish to achieve✓
- Audiences: identify the right audience to communicate to achieve desired objectives✓
- Messages: ensure that all key messages are communicated to relevant stakeholders✓
- Tools and activities: identify the tools and activities that are most appropriate to communicate the key message to the audiences✓
- Resources and timelines: deliver on the promises and use resources and timelines to set achievable levels✓
- Evaluation and amendment: assess the effectiveness of the communication strategy (Any 5 × 1) (5)

4.4
- Define the problem or the area you want to investigate. ✓
- Select participants. ✓
- Welcome participants and start warm-up questions. ✓
- Create a background or ideal map. ✓
- Create a set of lead questions. ✓
- Conduct the session. ✓ (6)

4.5 Productivity means a measure of economic performance that compares the amount of goods and services produced (output) with the amount of inputs used to produce those goods and services✓✓✓ The rate at which a country, company, etc. produces goods or services; the efficiency of production of goods or services expressed by some measure. (3)

4.6 The acquisition of items before they are required. (2)
[40]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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