higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 3

13 November 2024

This marking guideline consists of 6 pages.

Copyright reserved

SECTION A

QUESTION 1

1.1 1.1.1 Team work
1.1.2 SABS
1.1.3 Quality control
1.1.4 Shareholders
1.1.5 Risk evaluation
1.1.6 Trade journals
1.1.7 Contingency plan
1.1.8 Risk
1.1.9 Staff deployment
1.1.10 Human resources

(10 × 1) (10)

1.2 1.2.1 The strict policy where no excuses are accepted or exceptions are made.

1.2.2 Money or profits made from selling a product or rendering the service.

1.2.3 People who make sure the environment around the business is not polluted.✓✓
They are there to educate the people about global warming and its negative impact/effects on the world.

1.2.4 The attitude and approach to one's job

1.2.5 The tool used to measure how well an employee has performed an activity allocated to them.

(5 × 2) (10)

TOTAL SECTION A: 20

Copyright reserved

SECTION B

QUESTION 2

2.1
- Brainstorming - employees are urged to use their experience in the workplace to come up with novel ideas to improve operations.
- Focus group - small groups of individuals selected from all levels in a business are given the responsibility of investigating methods of quality improvement.
- Checklists - a good way of highlighting the importance of carrying out certain tasks as part of the overall process.
- Charts and graphs - they are used to analyse statistical data relating to procedures at glance.
- Benchmark - the business observes high standards being practised by competitors and strive to improve on them.
- Inspections - supervisors check that procedures are being followed and that time and costs are being considered.
- Zero defects programs (7 × 2) (14)

2.2
- Negative staff attitudes
- Lack of understanding of quality issues
- Lack of commitment to quality
- Lack of resources (4 × 2) (8)

2.3
- Quality control - when Sello identifies which products do not meet the company's standards.
- Quality assurance - ensures that products are not below the standards when they are manufactured or used by customers. (2 × 2) (4)

2.4
- Risk acceptance✓ - Sello must be prepared to accept the risks because it might be so big that no insurance company will be willing to insure against the type of risk.✓
- Risk avoidance✓ - Sello must make sure he removes whatever necessary from the operational plan to make sure that the risk never materialises.✓
- Risk control/minimising/mitigating✓ - Sello must make sure he keeps watching how likely it is that the risk will happen and develops a plan of action to implement if necessary.✓
- Risk transfer✓ - Sello must pass the risk on to the insurance company by getting insured against any risk he might face.✓

(4 × 2) (8)

2.5
- Risk management should provide TFF management with useful information to help them understand its risks.
- Risk management should help TFF understand how well its real risks are being managed by controls which have been put in place.
- Sello must ensure the appropriate level of control is decided after conducting a cost analysis.
- Sello must ensure that risk management is constantly reviewed, updated or changed in a transparent way.

(4 × 2) (8)

Copyright reserved

2.6
- Staff absenteeism
- In-fighting as a result of poor team selection
- Strike action by employees due to wage disputes and other factors
- Sub-contractors exceeding budgets and not meeting deadlines
- Unreliable delivery times due to unreliable suppliers
- Internal resources delivering less effectively than sub-contractors
- Inadequate or incompatible technology (7)

[45]

QUESTION 3

3.1 Subcontractors
- When Sello uses the services of another business to do some work. ✓✓
- A firm or person that carries out work for a company as part of a larger project. (Any 1 × 2)

Vendor
- When Sello pays another business to permanently fulfil a specific function for this business.✓✓
- Anyone who buys and sells goods or services. A vendor purchases products and services and then sells them to another company or individual. (Any 1 × 2) (4)

3.2
- Sello should make sure he determines the success of the operational plan.
- Sello must ensure he identifies the problem areas in TFF and find ways to deal with them.
- He should ascertain what could have been done differently.
- Sello should identify how pitfalls may be avoided in future. (4 × 2) (8)

3.3
- Receptionist
- Cook
- Cleaner
- Chef
- Waiter (Any 4 × 1) (4)

3.4
- Sello should observe and assess the employees while performing the tasks.
- Sello should ensure there is simulation, where the employees perform tasks under supervision.
- He should allow employees to self-evaluate themselves and report back. (3 × 2) (6)

3.5
- He must know that care should be taken not to overload workers who have other deadlines too.
- He should ensure that staff are given clear instructions, using reliable channels of communication.
- He must make sure the employees have no doubt as to the lines of communication.
- Sello must praise the employees for a job well done, since recognition improves motivation.

Copyright reserved

- If jobs are not completed on time, Sello needs to address it in such a way that employees can learn from their mistakes. (5 × 2) (10)

3.6
- The operational plan illustrates the reality of what needs to be done so that there are no surprises later.
- The operational plan serves as a checklist for those involved in implementing the plan so that they can see which tasks have been completed and which still have to be dealt with.
- The operational plan enables planners to identify areas or tasks that may be problematic.
- The operational plan provides a visible focus for each department, rather than only having a rough idea of what needs to be done.
- The operational plan ensures that everyone is working towards common goals - overlapping tasks will be avoided, as will wasted time and resources. (5 × 2) (10)

3.7
- Putting customers first
- Aiming for zero defects
- Training and development
- Continuous improvement (4)

[46]

QUESTION 4

4.1
- All employees must be aware of the lines of communication.
- Use the most common and efficient method for the purpose.
- Departments dealing with each other continually should regularly examine the channels of communication to check how reliable they are.
- Emphasise the interdependence of business systems to the new employees during their induction process. (4)

4.2
- Method of communication✓ - TFF can use an intranet as a method of keeping its employees informed than internal memos.✓
- Relationships between business systems✓ - business systems that have good interrelations are more inclined to share knowledge and information.✓
- Continuity management✓ - Sello must make sure employees leaving the business are given an exit interview so as to record their knowledge of the job for their successor.✓ (3 × 2) (6)

4.3
- Sello must focus on growing sales and increasing profitability.
- Sello must inform the shareholders of all business decisions being taken.
- Sello must hold regular meetings with investors and inform them of the plans in the pipelines.
- Sello must ensure the business work towards reducing the costs and improving productivity.
- TFF must publish regular financial and company reports so that the business is seen to be transparent. (5)

Copyright reserved

4.4
- Inflexible customer service practice alienates clients and sends them to the competitors.
- Sello should know that putting the business before the employees will have a negative result.
- Local and provincial government look favourably on businesses that are keen to comply with the national BEE policy.
- He must ensure he consults the shareholders on matters that affect them and may cost the business money.
- He must make sure TFF complies with all laws governing the business.

(6)

4.5
- Transparency
- Moral standards
- Quality
- Ethical standards

(4)

4.6
- Making profit
- Avoid bankruptcy
- Expansion
- Community upliftment

(4)

4.7 Specific – Open another bigger shop by 2027 in a larger taxi rank.

Measurable – Put aside money to raise approximately R100000 per year.
Get a loan to raise funds.

Agreed/Attainable – Get more information about availability of space.
Check leasing opportunities.

Realistic – Check the viability and conduct a feasibility study about the prospects.

Time-bound - The new, bigger shop must be opened in 2027.

(5 × 2) (10)
[39]

TOTAL SECTION B: 130
GRAND TOTAL 150

Copyright reserved