higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 4

16 November 2023

This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

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(10 × 1) (10)

1.2	1.2.1	D
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(10 × 1) (10)

TOTAL SECTION A: 20

SECTION B

QUESTION 2

2.1 A combination of people and automated applications organised to meet business objectives. (2)

2.2 2.2.1 (a)
- Doing marketing research to determine the interest of the potential clients
- Get feedback from potential clients on services rendered and distribute it to all departments
- Promoting all the services rendered by SV
- Carry out sales transactions and pricing strategies
- Attract new clients to buy services (Any 3 × 2) (6)

(b)
- Creates a good image of SV to the general public
- Answer calls from media and send press releases with regard to any issues affecting SV
- Publish corporate, glossy brochures and magazines
- Create website, social media accounts to inform stakeholders about SV and its services
- Organise events in the community to raise SV's profile
- Meet community members to discuss matters of concern
- Help with social responsibility like sponsorships, etc.

(Any 3 × 2) (6)

2.2.2
- Sales and marketing get feedback from potential clients on services rendered and supplies it to the public relations department who advertises it.
- Public relations will inform potential clients on new products offered.
- PR will give information to the clients/potential client about new management, address, prices of SV, etc.
- PR will inform the clients/potential clients on any social responsibility events that SV is involved in for goodwill purposes.

(Any 2 × 2) (4)

2.3 2.3.1 Quality means meeting minimum requirements and ensuring that stakeholders are satisfied. (2)

2.3.2
- Quality is important to SV for client satisfaction that ultimately results in client loyalty.
- Assists an organisation to create and develop a product/service which is desired by the customers.
- Quality establishes that higher revenues and productivity is achieved for the organisation.
- Ensure that most efficient and effective performance of day-to-day activities in a systematic and transparent way.
- Any gaps in the operations of SV are exposed and dealt with.
- Any service must meet the specifications that have been set out and needs to conform to quality standards.

(Any 4 × 2) (8)

2.3.3
- Poor quality services will be rendered
- Expenses will increase in relation to expected income
- Facility that stands idle at certain times
- Overstaffing because of bad planning
- Low staff morale caused by demotivation, disgruntlement because of a lack of training
- Failure to please customers by keeping them loyal and supportive with SV ventures
- High work in process caused by not completing one job at a time before starting another
- Excessive skilled labour employed for job that can be done by unskilled workers

(Any 5 × 2) (10)

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2.3.4
- Performance management is defined as the process of continuous communication and feedback between a manager and employees towards the achievement of organisational objectives.
- Goals to be achieved by an employee are clearly set out and communicated to an employee.
- Employees must be supported through training programmes and must be provided with all necessary resources to perform.
- Contributions of employees must be assessed as agreed to with the employee and the manager and feedback must be provided timeously.
- Employees must be involved in the QMS development to suit SV.

(Any 3 × 2) (6)

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QUESTION 3

3.1 3.1.1 Black Umbrellas (2)

3.1.2
- Mentoring involves a relationship between an individual with more experience, knowledge, and connections who can pass along what they have learned to a more junior individual within a certain field.
- An individual with more experience and knowledge will easily provide assistance and advice over a period of time by transferring skills and knowledge to a less experienced person.
- A mentor teaches about organization and industry or guides a company to prevent it from making professional mistakes.
- A mentor will guide an organisation to prevent it from making mistakes
- A mentor is someone whom SV can shares ideas with and turns to for advice.

(Any 2 × 2) (4)

3.1.3
- By formulating clear objectives and a vision which should reflect the business, ethos and purpose of the organisation.
- Having strong leadership who will set objectives and motivate others to perform duties and also lead by example.
- Putting efficient systems and processes in place which entails training employees to implement structures and systems.(3 × 2) (6)

3.2 3.2.1 Job shop. (2)

3.2.2
- Job production involves producing items that meet clients' specific requirements.
- It is once-off, unique items, e.g., those made by an architect or photographs, etc. Services will be different and tailored to the needs of each individual client.
- With job production, a single worker or group of workers handles the complete task.
- Jobs can be on a small scale involving little or no technology. Jobs that are more complex requires lots of technology.
- With low technology jobs, production is simple and it is relatively easy to get hold of the skills and equipment required.
- It has a flexible work area designed to respond to individual, small volume demands. (Any 4 × 2) (8)

3.3 3.3.1
- Surveys
- Questionnaires
- Observation checklist
- Interview (Any 2 × 1) (2)

3.3.2
- Are you updated regarding the financial status of SV?
- Does SV invite you to meetings regularly?
- Are you satisfied with SV's financial performance?
- Are you treated well in any of the hospitality events presented by SV?
- Does SV keeps you informed of any major decisions it makes?
- Are financial and company reports published regularly?

(Any 4 × 1) (4)

3.3.3
- Train and develop employees.
- Be transparent and make all employees aware of what is happening in the organisation all the time.
- Teach employees to understand important financial information.
- Empower employees to understand the importance of the role that they are fulfilling in the organisation by taking ownership of their work.
- Recognise and reward good performance by employees.
- Offer bursaries for employees' spouses and children.
- Improve their working conditions. (Any 3 × 2) (6)

3.4 3.4.1 A key performance indicator (KPI) is a measurable value that demonstrates how effectively SV is achieving its key business objectives. (2)

3.4.2
- Illness rate – a high rate is interpreted as heavy workload, dangerous working environment, poor working conditions or low employee satisfaction.
- Overtime rate – high rate indicates high workload that cannot be completed within the normal hours which results in higher illness rate and labour costs. (6)

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QUESTION 4

4.1 4.1.1
- A skill is a learned ability to perform an action with determined results with good execution often within a given amount of time, energy, or both.
- The ability to do something well, with expertise. (1 × 2) (2)

4.1.2
- Data analysis
- Communication
- Basic design
- Content creation
- Social media
- Technological
- Customer trends analysis
- Presentation
- Writing
- Strategic thinking
- Adapting to change (Any 4 × 1) (4)

4.1.3
- Clear objectives
- Detailed activities
- Desired quality
- Desired outcome
- Human resources requirements
- Financial resource requirements
- Timetable for implementation
- A process for monitoring progress (8)

4.2 4.2.1
- Theft✓ – equipment used in the business may be stolen✓
- Financial✓ – not having enough money to carry out SV's activities✓
- Technological✓ – Equipment and machinery breaking, cannot be operated as per guideline✓
- Environmental✓ – any form of pollution that SV is exposed to✓
- Human resources✓ – having employees that are not skilled, motivated or regularly absent✓
- Data confidentiality – information of secrecy that cannot be exposed to anyone else.
- Operational risk – inability to carry out day-to-day activities due to machinery not working, load shedding, etc. (Any 5 × 2) (10)

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4.2.2
- Theft – improve security, install CCTV
- Financial – draw up a budget, get a loan
- Technological – Continually upgrade and maintain equipment and facilities
- Environmental – do not pollute the environment; recycle, reuse and reduce; adhere to ISO 14 000 standards
- Human resources – have team building activities to motivate them, train and upskill them
- Data confidentiality – only allow access to certain key personnel, have passwords to access that information.
- Operational risk – continually check the OEE, get a generator.

(Any 5 × 1) (5)

4.2.3
- Decide on variables for change
- Bring variables together into a framework
- Produce two or three scenarios
- Draft scenarios
- Identify the issues arising (5)

4.2.4
Step 1: Define the objective of the operational plan
Step 2: Identify the risks and their consequences
Step 3: Assess the severity of the risk
Step 4: Mitigate risks
Step 5: Develop contingency plans
Step 6: Calculate reduction and determine exposure (6)

4.2.5
- Introduce yourself
- Explain the objective of the presentation
- Summarise the main points to conclude the presentation
- Don’t stand in front of the slides
- Don’t talk too quickly
- Don’t read from a sheet (Any 4 × 1) (4)

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TOTAL SECTION B: 130
GRAND TOTAL: 150

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