higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 4

(3021014)

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09:00–12:00

This question paper consists of 8 pages.

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
OPERATIONS MANAGEMENT
NQF LEVEL 4
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. Start each section on a new page.
5. Use only a black or a blue pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

1.1 Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 Administration as a business system is responsible for … .

A Researching
B Filing
C Reskilling
D Budgeting

1.1.2 Avoiding price wars is common practice with this stakeholder:

A Suppliers
B Competitors
C Employees
D Customers

1.1.3 … perspective includes the employees' perception on an organisation.

A Learning and growth
B Financial
C Customer
D Internal processes

1.1.4 An important element of TQM:

A Social environment
B Technological environment
C Comfortable working environment
D Economic environment

1.1.5 It is a function of the human resources department:

A Market survey
B Research
C Retention
D Personal selling

1.1.6 It is an optimistic goal for the future.

A Vision
B Purpose
C Mission
D Strategy

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1.1.7 Crime statistics that affect business operations form part of this external environment:

A Social
B Natural
C Physical
D Technological

1.1.8 … is solving customers complaints with one interaction.

A Data collection rate
B Urgency rate
C Equipment rate
D First request fix rate

1.1.9 A measurement for OEE:

A Equipment durability
B Equipment cost
C Equipment performance
D Equipment stabilisation

1.1.10 When a business does not have money to pay suppliers and to run its operations.

A Forecasting
B Indebted
C Credit
D Bankruptcy

(10 × 1) (10)

1.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–L) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	A phase of control to detect a reason for a problem	A	comparing
1.2.2	A world-renowned accreditation standard	B	human resources
1.2.3	An action used to meet quality needs	C	productivity
1.2.4	Prohibiting information from unauthorised people	D	analysis
1.2.5	It refers to a detailed description of how a product is or should be	E	internship
1.2.6	Elimination of all forms of waste	F	ISO
1.2.7	Employees within an organisation who use their skills and abilities	G	specification
1.2.8	A percentage of a total sales of a product	H	SABS
1.2.9	Commitment by employees to achieve a common goal	I	training
1.2.10	A period to acquire experience	J	market share
		K	buy-in
		L	encryption

(10 × 1) (10)

TOTAL SECTION A: 20

SECTION B

Read the scenario below and answer the questions that follow.

Simply Visual (SV) is a creative advertising agency that offers a range of services from digital marketing and public relations to photography and analytics. The company, now over 7 years old, was founded by Joel Baloyi, who is also its managing director. Since inception, SV has served over 80 businesses in industries such as retail, engineering, finance and technology. With a track-record for providing creative advertising solutions to B2B and B2C clients, SV has established itself as a vibrant agency with a wealth of talent.

As a young boy, Joel Baloyi had confidence in becoming an entrepreneur. His first venture began at the tender age of 9, when he sold everything from snacks to concentrated juice to make some pocket money. The passion and independence that came with his early childhood endeavours are the same values that drive his business today; but of course, there is a lot more maturity and knowledge involved in the running of the agency.

Although the company has been around for a significant amount of time, Baloyi quickly realised that there was plenty to learn in growing the business and expanding its reach. “Access to markets and business mentoring were challenges I was experiencing but not aware of”, he said. Before joining the Black Umbrellas programme, these challenges remained consistent for Baloyi and his team. “The business took a turn for good once I was able to access industry and business knowledge from the mentorship and training received through the programme.” Today, Simply Visual is at the proof-of-concept stage, with impressive plans for additional growth in the near future. By helping Baloyi to formalise his business, Black Umbrellas has practically prepared the company for opportunities available in the market. “The assistance received from Black Umbrellas also includes seed funding for sustaining the business and also getting better access to market for business traction,” Baloyi said.

Having grown the business in leaps and bounds over the last few years, the founder is still able to acknowledge the tense economic climate in which he operates. This awareness has made it imperative to maintain the sustainability of Simply Visual. For now, growing the business and ensuring that it is sustainable entails growing its clientele. Baloyi also cites strengthening SV’s service offering to ensure market success as a key objective now and in the future.

Despite having to manage the risks and challenges posed by the COVID-19 pandemic and its resultant economic turbulence, SV shows no signs of stopping. The company now employs 4 individuals, with a goal of creating more jobs as it grows. More than anything, the increased success of Simply Visual emphasises the value of training and mentorship in ushering in a vibrant culture of entrepreneurship in South Africa. South African entrepreneurs are innovative and capable; it is only a lack of knowledge, resources and support that often leads to high business failure rates in the country. By continuing to partner with black-owned SMEs in ensuring their success, organisations like Black Umbrellas play a vital role in economic recovery.

[Source: *https://blackumbrellas.co.za/success-stories/highly-dedicated/*]

QUESTION 2

2.1 Simply Visual is a creative advertising agency that offers a range of services, which can be referred to as business systems.

What is a business system? (2)

2.2 SV offers a range of services from digital marketing and public relations to photography and analytics.

2.2.1 Discuss the following business systems:

(a) Sales and marketing (3 × 2) (6)

(b) Public relations (3 × 2) (6)

2.2.2 Explain the linkage between the two business systems mentioned in QUESTION 2.2.1 (2 × 2) (4)

2.3 SV has appointed Derrick Nyembe as the operations manager. For SV to operate in the highly competitive environment, Derrick must ensure that all activities meet quality standards.

2.3.1 What is quality? (2)

2.3.2 Explain the importance of quality for this business. (4 × 2) (8)

2.3.3 Give possible consequences which SV will experience if it fails to meet quality standards in its operations. (5 × 2) (10)

2.3.4 Discuss performance management in relation to QMS. (3 × 2) (6)

[44]

QUESTION 3

3.1 SV, like all other businesses or individuals, needs mentorship to ensure quality procedures are adhered to for its survival.

3.1.1 From the scenario, identify SV's mentor. (2)

3.1.2 Discuss mentoring. (2 × 2) (4)

3.1.3 How can SV implement quality procedures? (3 × 2) (6)

3.2 Other businesses contact SV regarding the services they require.

3.2.1 Which production process will SV use to render services of meeting individual business needs? (2)

3.2.2 Discuss the production process system identified in QUESTION 3.2.1 above. (4 × 2) (8)

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3.3 Stakeholders' satisfaction is very important for SV to stay in business.

3.3.1 State TWO instruments that SV can use to collect information to determine the level of satisfaction of its stakeholders. (2)

3.3.2 Give examples of questions that SV can pose to investors to determine their level of satisfaction. (4)

3.3.3 Explain strategies that SV can use to improve relations with employees. (3 × 2) (6)

3.4 It is important for this business to assess its performance to remain competitive.

3.4.1 What is a key performance indicator? (2)

3.4.2 Explain TWO employee satisfaction key performance indicators that can be used in this business. (6)

[42]

QUESTION 4

4.1 SV employees must have special skills to render quality services to clients by implementing an operational plan.

4.1.1 What is a skill? (2)

4.1.2 Give FOUR examples of special skills needed by SV to carry out its digital marketing and public relations tasks. (4)

4.1.3 State the components of an operational plan. (8)

4.2 SV, as a highly digital business, is exposed to many risks.

4.2.1 Explain the types of risks that SV is exposed to. (5 × 2) (10)

4.2.2 How can the risks identified in QUESTION 4.2.1 be alleviated? (5)

4.2.3 SV can use scenario planning to identify potential risks.

Give the steps for scenario planning. (5)

4.2.4 What are the SIX steps of a risk management plan? (6)

4.2.5 You have been requested to present the risk management plan to SV's employees.

What are the guidelines that one should follow in presentations? (4)

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TOTAL SECTION B: 130
GRAND TOTAL: 150

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