higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 3

08 November 2022

This marking guideline consists of 6 pages.

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SECTION A

QUESTION 1

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

(10 × 1) (10)

1.2	1.2.1	The process or action of officially recognising someone as being qualified to perform a particular activity.
	1.2.2	The improvement of employees' skills to help them understand the principles and benefits of the TQM.
	1.2.3	Items such as stock, supplies and other contents of the building necessary for the operations of a business.
	1.2.4	The time when a factory or business is not operating.
	1.2.5	The core values that are set to guide the company's overall operations.

(5 × 2) (10)

TOTAL SECTION A: 20

SECTION B

QUESTION 2

2.1
- Maggie must know that people only do good work because they want to, as it gives them a sense of achievement.
- She must also know that, although threats and coercion can get the job done, staff will not do it with enthusiasm, and that enthusiastic workers get the job done quicker and better.
- She must keep unnecessary instructions, documents, and explanations to the minimum.
- Maggie must explain to the team members why their task is important.
- She must also show team members that she notices the good work and extra effort they put in to do their work.
- She should show employees that she trusts and relies on them.
- She should avoid over-supervising staff.
- She should realise that employees feel stressed if they do not know exactly what to do. (Any 5 × 2) (10)

2.2
- Goals and objectives:✓ the purpose of the plan and its importance should be clearly set out.✓
- Activities:✓ individual roles need to be identified and carried out.✓
- Timeframes:✓ how many clients can be accommodated per day, week or a month✓
- Responsible persons:✓ clarity on who does what and whom they will be working with✓
- Resources:✓ the operational plan should clearly state which material and equipment are being assigned to a particular person.✓
- Cost:✓ there should be a document containing the breakdown of all the costs incurred in acquiring the resources of an operation.✓
- Procurement:✓ a plan should be put in place to procure the necessary resources.✓ (7 × 2) (14)

2.3
- Identifying tasks:✓ the main objectives are broken into smaller pieces.✓
- Main objectives:✓ the job is broken down in a manageable piece without losing sight of what needs to be completed.✓
- Specifying timeframes:✓ calculate how much time is to be spent on an activity to avoid wastage of time.✓
- Identifying roles:✓ identify the individual employees to efficiently and quickly complete tasks.✓ (4 × 2) (8)

2.4
- Deliveryman
- Driver
- Labour
- Cleaning and maintenance workers
- Cashiers
- Chefs
- Waitresses/waiters (Any 3 × 1) (3)

[35]

QUESTION 3

3.1 3.1.1

- Risk acceptance:✓ it is cheaper to wait and see if the risk will ever become a problem than to put together a strategy for minimising the risk.✓
- Risk avoidance:✓ by removing everything possible from the operational plan to make sure the risk never happens✓
- Risk reduction:✓ by using safety and protective techniques to reduce the probability that an event will occur✓
- Risk transfer: by passing on the risk to another person or an insurance company (Any 3 × 2) (6)

3.1.2

- Identify the hazards:✓ injury on production line is always a risk; human error may cause damage to expensive machinery or disrupt operations.✓
- Calculating the likelihood of the hazard occurring:✓ each risk is analysed in terms of the extent to which it may disrupt operations✓
- Finding ways of dealing with the identified hazards:✓ after identifying and calculating the risk, solutions must be found for dealing with them.✓ (3 × 2) (6)

3.2

- A pleasant working environment, conducive to staff productivity
- Trained managers
- Trained staff
- Well-tested procedures resulting in efficiency throughout the business
- Using the best materials to produce top quality goods
- Workers take pride in their work and therefore try to minimise defects.
- Workers take responsibility for their work. (Any 6 × 1) (6)

3.3

- Production✓ – responsible for planning the production of goods and setting up the machinery for production✓
- Finance✓ – responsible for recording financial information of the company and drawing up the budgets✓
- Sales and marketing – identifies the target market, decides on type of advertising and ensures the best price for the product✓ OR Provides client feedback to the rest of the business and conducts market research on consumers' needs.
- Human resources✓ – recruits for organisation and ensures that employees are trained, compensated, and follow labour laws ✓
- Administration✓ – responsible for filing, answering calls, taking messages, printing and all other office activities.✓
- Research and development✓ – works on developing new products and improving existing ones✓ (6 × 2) (12)

[30]

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QUESTION 4

4.1
- Customers:✓ to make quality products available on time, offer guarantees and excellent customer services✓
- Employees:✓ to offer good working conditions, benefits, job security, personal recognition, training courses, teambuilding exercises and scholarships for further study✓
- Shareholders:✓ regular meetings to brief shareholders; increased dividends; to operate the business at a fair price that will represent an attractive return on investment.✓
- Community:✓ to give back to the community by being involved in community projects and youth development, and also offering donations to charity✓
- Environmental and other pressure groups:✓ must be considerate and look after the business surroundings to avoid negativity✓
- Suppliers – to establish fair business practices for mutual benefit and encourage the development and marketing of products. (Any 5 × 2) (10)

4.2 4.2.1
- Relationship with line managers
- Skills levels
- Teamwork
- Level of motivation
- Illness
- Promotional opportunities (Any 5 × 1) (5)

4.2.2
- Determining the success of an operational plan
- Identifying problem areas
- Ascertaining what could have been done differently
- Identifying how pitfalls/challenges can be avoided in future

(4 × 2) (8)

4.3
- General upkeep of premises, including cleaning
- Waste removal
- Health and safety
- Checking of machinery and equipment
- Conducting repairs (Any 4 × 1) (4)

4.4
- She must not overload workers who have other deadlines too.
- Ensure that staff are given clear instructions using reliable channels of communication.
- There should be clear lines of authority.
- She should praise employees for a job well done. Recognition improves motivation.
- She should ensure that she addresses the issues of jobs which are not completed on time and are of poor quality.
- Ensure disciplinary action is taken in case of repeated offences.

(Any 4 × 2) (8)

[35]

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QUESTION 5

5.1
- Inspection✓ – Maggie must check that correct procedures and processes are being followed when preparing and serving meals.✓
- Zero-defect programmes✓ – important to implement so that people do not fall sick after eating meals from FOF✓
- Benchmarking✓ – observing high standards practised by competitors and strive to match or improve on them✓ (3 × 2) (6)

5.2
- Brainstorming
- Focus groups
- Checklists
- Charts and graphs
- Inspection
- Zero-defects programme
- Benchmarking (Any 6 × 1) (6)

5.3
- Use a wide range of methods to communicate with community members.
- Participate in projects and programmes that uplift the community.
- Be vocal in their opinions on matters that affect the community.
- Ensure that money promised for community projects reaches those communities.
- Be transparent to avoid mistrust.
- Comply with all government policies or regulations. (Any 3 × 2) (6)

5.4
- Internal resources delivering less effectively than subcontractors, i.e., employees not doing their job properly
- Subcontractors exceeding budgets and not meeting deadlines
- Unreliable delivery times due to unreliable suppliers
- Infighting as a result of poor team selection
- Inadequate and incompatible technology
- Strike action by employees due to wage disputes and other factors.
- Self-absenteeism amongst team members.
- Some machines/equipment may be too old and not function properly.

(Any 6 × 2) (12)
[30]

TOTAL SECTION B: 130
GRAND TOTAL: 150