higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 3

(3021013)

08 November 2022 (X-paper)
09:00–12:00

This question paper consists of 7 pages.

165Q1N2208

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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 blue or black 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 Businesses aiming at satisfying needs of the same market with the same products.

A stakeholders
B competitors
C insurers
D banks

1.1.2 It leads to improvement in people's standard of living through the creation of jobs and increased wealth.

A economic growth
B capital
C operations
D profits

1.1.3 Each department focuses on one area of expertise rather than the entire business.

A specification
B specialisation
C productivity
D production run

1.1.4 Similar activities of an entity are grouped together into sections.

A business systems
B business linkages
C small businesses
D business logistical support

1.1.5 Questionnaires and interviews are used by the operational manager to find out who the business' customers are.

A customer service
B procurement
C marketing mix
D market research

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1.1.6 The possibility of damage, injury or loss that might disrupt the execution of an operational plan.

A insurance
B brokers
C hazard
D investment

1.1.7 An attitude and approach that one applies towards one's job:

A multitasking
B work ethics
C compliance
D quality assurance

1.1.8 The business identifies which products or services do not meet the company's standards.

A quality control
B quality assurance
C quality circles
D TQM

1.1.9 The faults and imperfections identified during the operations of the business.

A waste material
B defects
C returns
D carbon trading

1.1.10 It is a summary describing the aims, values, and overall plan of the business.

A vision statement
B mission statement
C policy statement
D ethics statement

(10 × 1) (10)

1.2 Define the following terms:

1.2.1 Accreditation

1.2.2 Training

1.2.3 Inventory

1.2.4 Downtime

1.2.5 Company ethos

(5 × 2) (10)

TOTAL SECTION A: 20

SECTION B

QUESTION 2

Read the extract below and answer the questions.

Maggie Rameetse is the founder of Fats Ocean Fish (FOF) which operates from Menlyn mall in Pretoria. She started FOF in 2019 after completing her hospitality qualification at Tshwane South TVET College.

"Fats Ocean Fish was launched from a 118 m2 store in Menlyn Park with some crazy restrictions, because the centre management had assured their current clients that there would be no more restaurants in the centre." They could only serve five proteins and two starches. They weren't allowed to serve salads, desserts, or coffee, and only one red and one white wine by the glass. Doors had to be closed by 19:00, said Maggie in interview by the local newspaper.

Maggie further said, "We focused on the lunch-time trade. Meals were cooked and served quickly. Bar stools set up against the wall saved space and let single shoppers eat without feeling lonely. Families would deliberately eat an early dinner before the store closed. An entire family of four could eat for R60 because we let them bring their own salads, wine and even desserts."

Like all businesses in the hospitality industry, FOF was hit by strict lockdown conditions which were introduced because of Covid-19. She had to lay off three of seven staff members. When the restrictions were lifted, the business quickly recovered and is currently doing well.

One of the employees, Frans, indicates that Maggie is the best manager he has ever met. She involves them in matters and decisions that affect the business, including the compilation of FOF's operational plan and work schedules. "We feel we are part of the family and every employee gives it his/her all to make the business succeed", said Frans.

Source: Thuputlela, 2021

2.1 Explain the guidelines Maggie could follow to motivate employees to work to the best of their ability. (5 × 2) (10)

2.2 The monthly maintenance and housekeeping programme covers a wide range of areas.

Discuss the components of the maintenance programme or plan. (7 × 2) (14)

2.3 Maggie should develop work schedules for all employees.

Explain the elements to be considered when developing work schedules. (4 × 2) (8)

2.4 Give examples of the types of employees who should be employed by FOF. (3)
[35]

QUESTION 3

3.1 Fats Ocean Fish must manage risks and uncertainties to remain competitive.

3.1.1 Explain how Maggie can manage the impact of risks that she might experience in this business. (3 × 2) (6)

3.1.2 How can she use risk analysis to evaluate the impact of hazards or risks on the operations of the business? (3 × 2) (6)

3.2 TQM is about instilling quality in the operations of a business.

Give the elements of TQM. (6)

3.3 Explain the roles of business systems that could be found in FOF. (6 × 2) (12)
[30]

QUESTION 4

4.1 Maggie has requested you to develop a stakeholder's pledge for FOF.

Develop a stakeholder's pledge. (5 × 2) (10)

4.2 It is important for FOF to evaluate resources used in the implementation of the monthly operational plan.

4.2.1 State FIVE factors that affect employees' contributions to the effective implementation of an operational plan. (5)

4.2.2 Give FOUR reasons for evaluating resources employed in a monthly operational plan. (4 × 2) (8)

4.3 Give examples of jobs or tasks that comprise FOF's monthly maintenance or housekeeping programme. (4)

4.4 Maggie should also perform a human relations role.

Give the guidelines that she must consider when fulfilling this role. (4 × 2) (8)
[35]

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QUESTION 5

5.1 Explain the techniques for continuous improvement which must be applied by FOF to remain competitive. (3 × 2) (6)

5.2 State the TQM tools and techniques that should be applied to improve FOF's operations. (6)

5.3 How can Maggie build and maintain relationships with community and government? (3 × 2) (6)

5.4 Give reasons why resources may fail to contribute to the completion of an operational plan. (6 × 2) (12)
[30]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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