higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 3

17 November 2023

This marking guideline consists of 6 pages.

Copyright reserved

SECTION A

QUESTION 1

1.1	1.1.1	B
	1.1.2	B
	1.1.3	C
	1.1.4	A
	1.1.5	B
	1.1.6	A
	1.1.7	A
	1.1.8	A
	1.1.9	B
	1.1.10	A
	1.1.11	C
	1.1.12	C
	1.1.13	B
	1.1.14	A
	1.1.15	A

(15 × 1) (15)

1.2	1.2.1	It is a plan of how much the business is going to spend in a certain period.
	1.2.2	Machinery or equipment designed to make a job easier.
	1.2.3	A company or individual who offers to render the services to the main contractor at a fee.
	1.2.4	Attitude and approach to one's job.
	1.2.5	A document stating business objectives and how you aim to achieve them.

(5 × 2) (10)

1.3	1.3.1	False
	1.3.2	True
	1.3.3	True
	1.3.4	False
	1.3.5	True

(5 × 1) (5)
[30]

TOTAL SECTION A: 30

SECTION B

QUESTION 2

2.1
- Production✓ − liaises with finance to request money to purchase the ingredients and other materials✓
- Finance✓ − responsible for recording financial information of the company and drawing up the budgets for other business units✓
- Sales and marketing✓ − provide client feedback to the rest of the business and conduct market research on consumers' needs so that the business can produce products to fulfil those needs✓
- Human resources✓ − recruit employees for all systems and ensures that employees are trained, compensated, and follow labour laws✓
- Administration✓ − ensure that proper filling and record keeping are done and attend to customers' queries✓
- Research and development✓ − R&D work closely with all the other departments, it is briefed by sales and marketing on issues related to the popularity of products, and the finance ensures that research activities do not exceed the budgets✓ (Any relevant explanation 6 × 2) (12)

2.2
- Elain must make sure the plan is probably one of the many that staff are already working on. Care should be taken not to overload workers who have other deadlines too.
- She must make sure that staff are given clear instructions using reliable channels of communication, for example, face-to-face or emails.
- Make sure employees are in no doubt as to the lines of authority, she must ensure they understand whom they answer to in respect of a particular activity.
- Elain must praise employees for the job well done because recognition improves motivation.
- She must make sure if the jobs are not completed on time and are of poor quality, this needs to be addressed in such a way that the employees can learn from their mistakes. (5 × 2) (10)

2.3
- Resources must be approved and mentioned in the budget. ✓✓
- Only certain people on the operations team must be authorised to request resources and at sometimes dual authorisation may be required. ✓✓
- Whoever signs for delivery of a product, or a supply of service, must have seen it. ✓✓
- Payment is only made if there is a three-way match between what was ordered and what was billed. (Any 3 × 2) (6)

2.4
- Environmental risks: ✓ Elain must make sure that the operations of BGA don't harm the environment. ✓ She must plan for unexpected environmental phenomena, e.g. thunder storms, floods, etc.
- Operational risks: ✓ - Elain should prepare for risks of loss due to internal processes or external events which are often unpredictable. ✓
- Technological risks: ✓ - risks of loss due to failure of machines, computers and other devises designed to make the job easier. ✓
- Legal compliance risks: ✓ - Elain must ensure that BGA is in full compliance with all business laws. ✓
- Health and safety risks: It is Elain's responsibility to make sure the health and safety risks which could affect the operations of the business are identified. (Any 4 × 2) (8)

2.5
- Relationship with line managers
- Skills levels
- Teamwork
- Level of motivation
- Illness (5 × 1) (5)

[41]

QUESTION 3

3.1 3.1.1
- Brainstorming:✓ Elain must encourage employees to use their experience in the workplace to come up with novel ideas for improving the operations✓
- Focus groups:✓ Ensure small groups of individuals selected from all levels in a business are given the responsibilities of investigating methods of quality improvement✓
- Checklists:✓ These are good ways of highlighting the importance of carrying out certain tasks as part of an overall process✓
- Charts and graphs:✓ Ensure that they are used to analyse statistical data relating to procedures at a glance✓ (4 × 2) (8)

3.1.2
- Inspection:✓ She must make sure procedures are being followed and that time and cost are being considered✓
- Zero-defects:✓ She must emphasize the importance of getting things right the first time to eliminate defects and reduce costs.✓
- Benchmarking:✓ Elain must observe high standards being practised by competitors and strive to match or improve on them✓ (3 × 2) (6)

Copyright reserved

3.2
- It serves as a checklist for those involved in implementing the plan, so they can see which tasks have been completed, and which still must be dealt with
- Enable the planners to identify areas or tasks which may be problematic, for example missing brooms
- Provide a visible focus for each department, rather than they're only having a rough idea of what needs to be done
- Ensure everyone is working towards common goals. Overlapping tasks will be avoided.
- Illustrate the reality of what needs to be done so that there are no surprises later (5 × 2) (10)

3.3
- Specific: ✓ the plan must be aimed at achieving a specific goal✓
- Measurable: ✓ should be possible to measure the progress to reach the targets to carry out the plan ✓
- Agreed: ✓ all role players must agree regarding the implementation of the plan✓
- Realistic: ✓ the goal must represent the objective set✓
- Time-bound: ✓ a goal must be grounded within a specific period✓

(5 × 2) (10)

3.4
- Computers
- Telephones
- Basins
- Mirrors
- Hair dryers
- Cabinets (Any relevant 5 × 1) (5)

[39]

QUESTION 4

4.1
- Transparency:✓− BGA ensures that every employee understands what their policy states and it is made available on the internet✓
- Moral standards:✓ − BGA is a profit-making business, and the pledge emphasizes that some of these profits are channeled back into the community✓
- Quality:✓ − BGA made sure their customers are getting what they are paying for✓
- Ethical standards:✓ − BGA made sure they employ a dedicated and loyal workforce✓ (4 × 2) (8)

4.2
- Substandard or defective products
- Loss of customers
- Loss of production time
- Wasted materials
- Placing staff in danger
- Environmental damage
- Damage to machinery (Any 6 × 1) (6)

4.3 BGA should:
- Ensure that all staff are familiar with the quality systems and procedures
- Make sure they obtain the commitment of staff
- Develop self-assessment processes so that quality can be measured
- Constantly review quality systems. (Any 3 × 2) (6)

4.4 4.4.1
- 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 the guesthouse accommodate per day, week, or a month.✓
- Responsible persons:✓ − Clarity on who does what and whom they will be working with.✓
- Resources:✓ − The material and equipment required should be assigned to a relevant employee or group of employees.✓

(5 × 2) (10)

4.4.2
- Internal resources delivering less effectively than sub-contractors i.e., employees not doing their job properly.
- Sub-contractors exceeding budgets and not meeting deadlines.
- Unreliable delivery times due to unreliable suppliers
- Staff absenteeism
- In-fighting as a result of poor teamwork
- Inadequate or incompatible technology
- Strike action by employees due to wage disputes and other factors. (Any 5 × 2) (10)

[40]

TOTAL SECTION B: 120
GRAND TOTAL: 150

Copyright reserved