higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 4

7 NOVEMBER 2022

This marking guideline consists of 6 pages.

Copyright reserved

SECTION A

QUESTION 1

1.1	1.1.1	C		
	1.1.2	D		
	1.1.3	A		
	1.1.4	B		
	1.1.5	A		
	1.1.6	D		
	1.1.7	B		
	1.1.8	B		
	1.1.9	A		
	1.1.10	C		
			(10 × 1)	(10)
1.2	1.2.1	True		
	1.2.2	False		
	1.2.3	True		
	1.2.4	True		
	1.2.5	True		
	1.2.6	False		
	1.2.7	True		
	1.2.8	True		
	1.2.9	False		
	1.2.10	False		
			(10 × 1)	(10)
				[20]

TOTAL SECTION A: 20

SECTION A

QUESTION 2

2.1 2.1.1 To courier parcels internationally✓✓ (2)
To deliver the parcels Nationally
To deliver the parcels around Gauteng and Rustenburg

2.1.2 Open branches in other areas of South Africa✓✓ (2)

2.1.3
- Collect parcels and deliver them by the next day✓✓
- Offer services at a reasonable price✓✓
- Rendering quality service to clients✓✓
- Attend to customers' queries and complaints urgently
- Participate in community projects and programmes

(Any 3 × 2) (6)

2.2
- Define the objectives of the operational plan✓✓
- Identify the risks and their consequences✓✓
- Assess the severity of the risk✓✓
- Mitigate the risks✓✓
- Develop contingency plans✓✓
- Calculate reduction and determine exposure✓✓ (Any 6 × 2) (12)

2.3 2.3.1
- The importance of quality necessitated that businesses develop QMS to address the needs of the organisation.✓✓
- The purpose of QMS is to ensure the most effective and efficient performance of day-to-day activities in a systematic and transparent way.✓✓
- All employees should know the systems that are in place within the business.✓✓
- If there are gaps, they should be filled in to ensure the product or service is of the highest quality.✓✓
- If the gaps are not filled, the company ethos could be affected in a negative way and the reputation of the organisation could be affected.
- To ensure quality service, services rendered should meet the specifications and conform to quality standards.
- Uphold the reputation of producing quality goods or services.

(Any 4 × 2) (8)

2.3.2
- Natural/physical factors✓ – drought can cause shortage of raw material, increase in the price of raw material which may limit items to be transported or when there is heavy rain and thunderstorm.✓
- Political/institutional factors✓ – the stability of countries affects their importing and exporting.✓
- Social factors– high crime in an area affects courier services, for example when there is a car hijacking.✓
- Technological factors✓ – e-commerce e.g., technology can give one business an advantage over other businesses. BMC can adopt new technological means of collecting and delivering parcels.✓
- Economic environment✓ – exchange rates and government protocols will affect BMC's operations with clients in other countries.✓
- International – trade with other countries internationally increases competition, and BMC will have to compete with international companies that operate in South Africa.

(Any 5 × 2) (10)

Copyright reserved

2.4
- Use suitable technical terms
- Practice your presentation and check the timing
- Arrange the material before hand
- Check all the hardware and software to ensure they are working
- Do not stand in front of the slides
- Do not talk too quickly
- Use cue cards and do not read from a sheet (Any 5 × 1) (5)

[45]

QUESTION 3

3.1
- To evaluate the success of the business i.e. whether it is meeting its goals and objectives or not.
- This information tells a business where they are, or gives a snapshot of how well or badly the organisation is doing within the market in which it is operating.
- It gives an organisation the chance to evaluate whether its current instrument for gauging information is relevant, or whether the instrument needs to be changed or adjusted.
- A business is able to make decisions based on using this collected information.

(Any 3 × 2) (6)

3.2
- Is the pay/salary competitive?
- Are the benefits better than the competition?
- Is Boity M Couriers the best place to work?
- Do you feel recognised at Boity M Couriers?
- Are you respected at Boity M Couriers?
- Are you valued at your job?
- Do you get a sense of personal accomplishment from your work?
- Would you recommend anyone else work for BMC?
- What should the business do to improve its operations? (Any 6 × 1) (6)

3.3 3.3.1
- Offer quality services at the right price
- Deliver parcels on-time
- Give professional advice
- Offer customer loyalty discounts
- Listen and attend to customers' complaints (Any 4 × 1) (4)

Copyright reserved

3.3.2
- Place greater emphasis on areas such as training or internships.✓✓
- Be transparent and make all employees aware of what is happening in the organisation at all times.✓✓
- Teach employees about important financial information regarding the business.✓✓
- Empower employees by having them understand the importance of the role that they are fulfilling in the organisations.✓✓
- Involve employees in the decision making of the business or make them feel they are part of the business.✓✓
- Offer employees good working conditions and better salaries.
- Stop buying the products and services.
- Start buying from the competitor. (Any 5 × 2) (10)

3.4
- Define the problem or the area they want to investigate
- Select the participants
- Welcome the participants and start with warm-up questions
- Create a background – for example an idea map
- Create a set of lead questions
- Conduct the session (Any 6 × 1) (6)

3.5 3.5.1 It is described as the hybrid, combining the strengths of both the flow shop and the job shop. ✓✓ (2)

3.5.2
- Machinery can be more specialised as most workstations are specialised.✓✓
- It is much faster than job shop production, resulting in lower costs per unit.✓✓
- Workers can be held accountable for specific production steps as the layout has a specific order.✓✓
- It is easier to manage the cellular production layout than managing the job shop layout. (Any 3 × 2) (6)

3.5.3
- Effectiveness
- Efficiency
- Utilisation
- Elimination of all forms of waste (Any 3 × 1) (3)

3.6
- Loss of competitiveness
- Loss of orders and/or customers
- Loss of quality accreditations
- Low income or less sales (Any 3 × 1) (3)

[45]

QUESTION 4

4.1 4.1.1 A combination of people and automated applications, organised to meet a particular set of business objectives.✓✓ (1 × 2) (2)

4.1.2
- It ensures effective planning and communication in the business✓✓
- It increases productivity when proper planning takes place.✓✓
- It saves time in decision making.✓✓
- Enhances communication amongst business systems which improves efficiency.
- Business systems work together to achieve common goals and objectives for the business. (Any 3 × 2) (6)

4.1 4.1.3
- Human resources will recruit and retain workers to market the products.✓✓
- Human Resources will motivate the Sales personnel on how to increase sales.✓✓
- Human resources will create a safe and healthy atmosphere where goods will be marketed.✓✓
- Human resource will train Marketers on how to do promotions.✓✓
- Sales and Marketing will request policies of employment from HR.✓✓
- HR will help draw the contracts of employment for marketers.

(Any 5 × 2) (10)

4.2 4.2.1
- Natural resources
- Physical resources
- Human resources
- Financial resources (Any 3 × 1) (3)

4.2.2
- Natural resources – air, wood, etc.
- Physical resources – buildings, machinery, equipment, etc.
- Human resources – employees
- Financial resources – money/funds to run the business

(Any 3 × 1) (3)

Copyright reserved

4.3 4.3.1

- The information and information systems must be protected by means of information security.✓✓
- No unauthorised access to information or usage thereof must be given.✓✓
- Information cannot be modified, changed or destroyed.✓✓
- Information can be stored on computers and sent via the internet across the network.✓✓
- Information must be protected from falling into the wrong hands, especially competitors.✓✓
- Information protection is an important business requirement with ethical and legal requirements.
- Limit access of information to only certain designated people.
- Confidentiality is necessary for maintaining privacy.
- Breaches on confidentiality may take many forms such as permitting someone to look at your screen when you have important information on the screen, illegally using information stored on a stolen computer, and giving confidential information over the telephone when the caller is not authorised to have the information. (Any 3 × 2) (6)

4.3.2 Identification✓

- Verifying if the person is who they say they are through an ID book, drivers licence or passport.✓✓

Authentication✓

- Allowing access to IT system by means of username, passwords, PINS etc.✓✓ (Any 3 × 2) (6)

4.3.3

- It is required when a business wants to enter into a new market or develop a new product.✓✓
- It is used for restructuring the finances of the business or improving overall working conditions.✓✓
- The business works towards achieving its goals.
- All departments and employees know what is expected of them. (Any 2 × 2) (4)

[40]

TOTAL SECTION B: 130
GRAND TOTAL: 150

Copyright reserved