higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 2

(3021012)

12 November 2018 (X-Paper)
09:00–11:30

This question paper consists of 5 pages.

Copyright reserved

TIME: 2½ HOURS
MARKS: 100

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. Write neatly and legibly.

Copyright reserved

SECTION A

QUESTION 1

1.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 Equipment and machinery are part of the physical infrastructure of a business.

1.1.2 An intrapreneur takes initiatives and risks to start a business to make profit.

1.1.3 The human resources subsystem is responsible for implementing the policy regarding financial matters.

1.1.4 Companies have public relations policies to sell their image to the general public.

1.1.5 Training is a TQM tool in which employees are encouraged to use their knowledge in the workplace to come up with ideas to improve operations.

1.1.6 Programmes refer to individual activities which make up the production process and specific order in which it takes place.

1.1.7 A decrease in revenue indicates that a business fails to meet its quality needs.

1.1.8 Training employees to do it right the first time is part of zero-defect programmes.

1.1.9 Community stakeholders include competitors.

1.1.10 Profit sharing is used to motivate employees to meet quality standards and to complete assigned tasks.

(10 × 1) (10)

1.2 Define each of the following terms in relation to Operations Management:

1.2.1 Focus group

1.2.2 Plant

1.2.3 Assets

1.2.4 Quality

1.2.5 Operations

(5 × 2) (10)
[20]

TOTAL SECTION A: 20

SECTION B

QUESTION 2

Read the following case study carefully and answer the questions.

BUSINESS OPPORTUNITIES

Alfred likes to repair bicycles. His idea is to service bicycles and user-friendly gadgets. He started repairing bicycles in the back of his house after resigning as a farm worker at a local farm. He used to fix the bicycles of his employers' three sons while still working at the farm. The sons are members of the Mogale Cycling Club. They are in a way Alfred's marketing agents as they continuously refer other club members to Alfred for bicycle repairs.

Alfred stays in Krugersdorp, an area where there are many cyclists, especially mountain-bike cyclists. The increasing number of cycling races and events is a reason for the increasing demand for bicycles. Research indicates that customers need affordable, reliable and durable bicycles.

Creative thinking will attract customers. Perhaps Alfred can modify bicycles with the following features:

- An adjustable gear system operated by the touch of a finger
- An easily removable front wheel to prevent theft
- Seats designed to customers' needs

With this high demand, he moved his business to town where he rents a building. He also employed five people to assist him and registered the business with the authorities as Allis Bicycle Solutions.

[Adapted from: *Smit (2000)]*

2.1 The success of any business depends on good relations with stakeholders.

2.1.1 Name FOUR stakeholders of Allis Bicycle Solutions. (4)

2.1.2 Explain the role of each of the FOUR stakeholders identified in QUESTION 2.1.1. (4 × 2) (8)

2.2 Alfred asked you to design policies for his business.

2.2.1 List FIVE policies that can be implemented in the business. (5)

2.2.2 Motivate why the business can have each of the policies identified QUESTION in 2.2.1. (5 × 2) (10)

2.3 Allis Bicycle Solutions can be considered to be a business system.

To validate the assumption give THREE needs of a business system. (3)
[30]

QUESTION 3

3.1 Design a floor plan for Allis Business Solutions operations. (5)

3.2 Discuss THREE types of decisions Alfred took regarding the operations of the business. (3 × 3) (9)

3.3 Alfred should ensure the safety of both employees and customers.

Explain the techniques which should be applied to meet safety needs. (5 × 2) (10)

3.4 The business wants to introduce Information Technology (IT) assets.

Explain how Alfred must manage Information technology (IT) assets. (3)

3.5 Give THREE reasons why it is important for Alfred as the operations manager to execute his roles effectively. (3)
[30]

QUESTION 4

4.1 You have been asked by Alfred to develop a weekly action plan for the business.

Explain the components of a weekly action plan. (5 × 2) (10)

4.2 Alfred manages the operations of his business.

Motivate this statement by discussing the functions of an operations manager in relation to the case study. (5 × 2) (10)
[20]

TOTAL SECTION B: 80
GRAND TOTAL: 100

Copyright reserved