higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 2

(3021012)

13 November 2019 (Y-Paper)
13:00–15:30

This question paper consists of 7 pages.

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TIME: 2½ HOURS
MARKS: 100

INSTRUCTIONS AND INFORMATION

1. Read ALL the questions carefully.
2. Answer ALL the questions.
3. Number the answers according to the numbering system used in this question paper.
4. Start each question on a NEW page.
5. Write neatly and legibly.

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SECTION A

QUESTION 1

1.1 Choose a word(s) or term(s) from COLUMN B that matches a description in COLUMN A. Write only the letter (A–P) next to the question number (1.1.1–1.1.15) in the ANSWER BOOK.

	COLUMN A		COLUMN B
1.1.1	Pay which is calculated according to work done	A	tender
1.1.2	Something which is given to staff to motivate them to work harder	B	environmental need
1.1.3	Access to stairs, escalators and lifts to make moving around a site easier	C	industry
1.1.4	Access to reliable transport and infrastructure such as storage facilities and a waste disposal facility	D	expansion
1.1.5	A service rendered after the sale has been completed	E	benchmark
1.1.6	An example of a business objective	F	survey
1.1.7	When an organisation conducts its operations with minimal time and effort	G	commission
1.1.8	A level against which quality can be measured	H	financial reasons
1.1.9	Businesses offering similar types of products and services operate in this environment	I	Occupational Health and Safety Act
1.1.10	Vehicles must be kept in a good condition to ensure they do not lose value and drain the business due to expenses	J	infrastructure
1.1.11	Employers are obliged to provide training to workers who perform dangerous tasks	K	efficiency
1.1.12	Customers rate the level of service they receive from a business	L	procedures
1.1.13	They spell out what activities need to be carried out to implement an organisational policy	M	incentive
1.1.14	An application to render services or to supply goods at a stated price	N	maintenance
1.1.15	It lays down minimum quality requirements for a variety of products	O	assets
		P	SABS

(15 × 1) (15)

1.2 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 (1.2.1–1.2.5) in the ANSWER BOOK.

1.2.1 They buy services such as professional advice and expertise which they receive over a period of time:

A Customers
B Suppliers
C Tenderpreneurs
D Clients

1.2.2 When businesses sell their image to the people:

A Marketing
B Purchasing
C Research and development
D Public relations

1.2.3 Most employees in an organisation are unqualified or underqualified to execute their tasks:

A Leadership gaps
B Skills gaps
C Technology gaps
D Performance gaps

1.2.4 A written list of goals and objectives of a business and a plan of how these are to be achieved:

A Action plan
B Business plan
C Strategic plan
D Procurement plan

1.2.5 An organisation makes these payments to cover losses through death or injury in the workplace:

A Salary
B Wage
C Compensation
D Remuneration

(5 × 1) (5)

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1.3 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (1.3.1–1.3.10) in the ANSWER BOOK.

1.3.1 The finance director, senior accountants and finance clerks must be connected on the network for communication purposes.

1.3.2 Workers in the finance department must be equipped with safety gear.

1.3.3 The recurring activities of an organisation directed towards producing a product or rendering a service are regarded as management.

1.3.4 An ideal way in which an operations manager can learn and get new ideas is by observing other businesses' processes and procedures.

1.3.5 Available stationery is one of the assets of a business.

1.3.6 Training makes employees productive and gives them a sense of accomplishment once the course has been completed.

1.3.7 Selling the products of an organisation is the responsibility of the administration department.

1.3.8 Quantity entails meeting certain production standards to satisfy customers.

1.3.9 A decrease in revenue is an indication that the business is doing well.

1.3.10 Businesses make use of accumulated profit to operate their business systems.

(10 × 1) (10)
[30]

TOTAL SECTION A: 30

SECTION B

Read the following scenario and answer the questions.

LOCAL ORPHANAGE CELEBRATES 20 YEARS

The Bethany House Trust celebrated its 20th birthday with pancakes, cupcakes, delicious eats and treats, bright balloons and, of course, lots of presents. The event, which was held on Saturday, 19 May 2018, also served as an open day that was held in conjunction with Friends of The Bethany House Trust – a group of independent people who have been supporting the Trust for years through various initiatives.

'The purpose of this morning was not only to celebrate Bethany House and its incredible children, but also to allow our sponsors or potentially interested parties to visit our homes and to see what we do,' operations manager Janet Davidson said.

According to the chief executive officer of the Trust, Gert Jonker, Bethany House has raised approximately 3 000 children during its existence and it continues focusing on three areas of service delivery to children and youth, namely welfare and health, education, and youth and sport development. The Friends of Bethany were also thanked for their support, loyalty and contributions. Over the past four years, they have managed to raised more than R1 million for the Trust and its children, which serves to emphasise their importance within the Trust circle.

'We are extremely blessed with each and every individual who plays a part in the lives of these children – whether it's directly or indirectly. We want to thank everyone who has made Bethany House what it is today. We look forward to the next twenty years,' Gert concluded.

[Source: Adapted from *Krugersdorp News, 15 June 2018]*

QUESTION 2

2.1 'We want to thank everyone who has made Bethany House what it is today. We look forward to the next twenty years,' Gert concluded.

2.1.1 Identify SIX stakeholders of Bethany House. (6)

2.1.2 State the role of each of the stakeholders identified in QUESTION 2.1.1. (6 × 1) (6)

2.2 Explain why it is important for Janet Davidson to execute and to fulfil each of her roles effectively and efficiently. (5 × 1) (5)

2.3 You have been asked by Janet to develop the stakeholder policy for the organisation.

Explain how you will develop the policy. (3 × 2) (6)

2.4 Differentiate between direct functions and indirect functions which Janet must perform as the operations manager. (2 × 2) (4)

[27]

QUESTION 3

3.1 Janet's role includes applying total quality management (TQM) to achieve quality service delivery.

3.1.1 Define TQM. (2 × 1) (2)

3.1.2 State the benefits for Bethany House if it applies TQM successfully. (4 × 1) (4)

3.2 Gert Jonker has asked Janet to develop a procurement policy for Bethany House.

Discuss why a procurement policy is important to Bethany House. (2 × 2) (4)

3.3 Bethany House requires a health and safety programme to ensure adherence to safety regulations at all times.

3.3.1 What must be included in the health and safety programme?(4 × 1) (4)

3.3.2 State the techniques which Janet must put in place to meet the safety needs of the House. (4 × 1) (4)

3.4 Janet must also execute the infrastructure function of Bethany House.

Explain Janet's role with regard to the infrastructure function of the House. (4 × 2) (8)

[26]

QUESTION 4

4.1 'We want to thank everyone who has made Bethany House what it is today', Gert concluded.

4.1.1 Give FIVE examples of important human resources who could have made Bethany House what it is. (5)

4.1.2 Explain the role played by each of the human resources mentioned in QUESTION 4.1.1. (5 × 1) (5)

4.2 What equipment is required to carry out the operation of the House? (3 × 1) (3)

4.3 Explain how Janet should carry out the following roles as the operations manager of the House.

4.3.1 Buildings

4.3.2 Programmes

(2 × 2) (4)

[17]

TOTAL SECTION B: 70
GRAND TOTAL: 100

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