higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 3

(3021013)

10 December 2020 (Y-paper)
13:00–16:00

This question paper consists of 6 pages.

513Q1N2010

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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 black or blue pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

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

1.1.1 Consultants are paid to provide expert professional advice.

1.1.2 A business plan is a document that shows the future direction and the route the business is taking.

1.1.3 Customer retention is when the business ensures customers are happy and have to come back for more.

1.1.4 Economic growth is when jobs are created, wealth is increases and the people's standard of living is improved.

1.1.5 Delegation is when workers are divided according to their area of specialisation.

1.1.6 Workers contribute money to the business with the aim of sharing the profits.

1.1.7 The time when the factory or business is not operating is called downtime.

1.1.8 Vendors are businesses that sell and compete for the same customers.

1.1.9 The work schedule is a document that enables workers to set their pace to ensure they meet deadlines.

1.1.10 Retrenchment is when people are moved from higher positions of authority to lower positions.

(10 × 1) (10)

1.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–L) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	When an employee is assigned a high position with a higher pay	A	specialisation
1.2.2	A company that is prepared to cover the costs in case a company vehicle is involved in an accident	B	budget
1.2.3	When a company obtains goods or services by contract from an external supplier	C	market research
1.2.4	The overall activities carried out by a business	D	contingency plan
1.2.5	Questionnaires and interviews are used to find the customers and provide the products they want to buy	E	promotion
1.2.6	When planning the amount of money to be spent in a certain period	F	operations
1.2.7	It is designed to take account of changes that may occur unexpectedly	G	insurer
1.2.8	The process of concentrating on producing a product as opposed to producing a wide range of products	H	SABS
1.2.9	They have the potential to hamper the execution of business activities	I	TQMS
1.2.10	It ensures businesses meet national standards of quality	J	outsourcing
		K	hazards
		L	demotion

(10 × 1) (10)
[20]

TOTAL SECTION A: 20

SECTION B

QUESTION 2

2.1 Read the case study below and answer the questions.

Unalitha Pty Ltd (UPL) manufactures, distributes and refurbishes school furniture. This company is located in Kimberley in the Northern Cape. Unalitha manufactures desks, chairs and rickstackers using saligna and superwood. The company was started in 2015 by a marketing graduate and former private sector employee Harry Sabisa. Harry began by buying jungle gyms and re-selling them to schools in and around Kimberly. That is when he saw an opportunity in school furniture. During his visits to schools he noticed that there was a need for new tables and chairs as many schools still used old furniture.

Harry also saw a gap as no local company manufactured school furniture. Most local companies bought school furniture from outside the Northern Cape and then sell them to schools. It also provided him with the opportunity to make it easier for clients by eliminating long waiting periods. When Harry visited SEDA, Unalitha had challenges which included limited contracts and a need for bigger machinery to produce larger quantities. SEDA assisted with the development of a business plan, marketing material and financial statements. The support from SEDA helped Unalitha to grow in terms of its client base, revenue and number of employees.

[Source edited: *www.entrepreneurmag.co.za/advice/success stories*]

2.1 Harry should communicate assigned roles to staff members effectively.

Give FIVE guidelines which he must consider when communicating roles to employees. (5 × 2) (10)

2.2 Quality needs vary from business to business.

Explain how Unalitha can meet quality standards. (2 × 2) (4)

2.3 Unalitha comprises different business systems which depend on each other to execute their activities.

Explain how the business systems are linked. (5 × 2) (10)

2.4 Unalitha operates in the face of risks and uncertainties.

Explain how potential risks can be addressed. (4 × 2) (8)

2.5 Explain sources that Unalitha can use to get resources for an operational plan?

(4 × 2) (8)

[40]

QUESTION 3

3.1 Explain the importance of risk management. (4 × 2) (8)

3.2 It is important to manage an ongoing relationship with all stakeholders.

How can Unalitha maintain and retain its stakeholders? (4 × 2) (8)

3.3 Explain the importance of having an operational plan in a business. (7 × 2) (14)

3.4 The success of Unalitha depends on effective utilisation of resources.

Explain any possible consequences to be experienced by Unalitha for non-compliance to quality procedures (6 × 2) (12)

3.5 It is important for Harry to develop a maintenance and housekeeping plan.

Give examples of tasks that should be included in a monthly housekeeping programme. (4 × 1) (4)

[46]

QUESTION 4

4.1 It is important for Unalitha to meet quality standards.

Explain the reasons for non-compliance to quality procedures? (4 × 2) (8)

4.2 Give SIX reasons why Harry should introduce a quality management system (QMS) in this business. (6)

4.3 Explain the guidelines which should be considered when developing a work schedule. (5 × 2) (10)

4.4 Harry needs to ensure that the business has the resources it needs to implement his plan.

Name and explain FIVE resources which Unalitha requires to function effectively. (5 × 2) (10)

4.5 If each business system is successful in meeting its objectives, it is likely that the organisation's overall objectives will also be met.

What are the FOUR objectives of Unalitha? (4)

4.6 Explain the management roles which Harry must execute in the implementation of the monthly action plan. (3 × 2) (6)

[44]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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