higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 3

3 March 2020

This marking guideline consists of 6 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	False
	1.1.2	False
	1.1.3	True
	1.1.4	False
	1.1.5	False
	1.1.6	True
	1.1.7	True
	1.1.8	True
	1.1.9	True
	1.1.10	True

(10 × 1) (10)

1.2	1.2.1	H
	1.2.2	E
	1.2.3	G
	1.2.4	I
	1.2.5	B
	1.2.6	A
	1.2.7	J
	1.2.8	D
	1.2.9	C
	1.2.10	K

(10 × 1) (10)
[20]

TOTAL SECTION A: 20

SECTION B

QUESTION 2

2.1 2.1.1

- Press liaison: Answering calls from the media and sending out press releases
- Publishing corporate literature such as brochures and magazines to provide information for interested parties
- Organising events in the community to raise the profile of the business
- Meeting with community leaders to discuss matters of concern
- Making sure the business has its own website where stakeholders can learn more about the business (Any 4 × 2) (8)

2.1.2

- Specifications:✓ FG provides goods that match the customers' needs, for example providing healthy, fresh food.✓
- Cost:✓ Fithu Grill sells healthy food to the customers at a very reasonable price.✓
- Timing:✓ FG makes sure food is delivered to the customers at a time that is convenient for the customers.✓ (3 × 2) (6)

2.2

- All employees should be aware of various lines of communication available to them and when to use them.
- The most efficient method of communication for a situation should be used.
- Departments which deal with one another regularly, should periodically examine the channels of communication to assess their efficiency.
- New employees must be inducted and trained on the interdependence of business systems. (4 × 2) (8)

2.3

- She must explain to the team members why the task is important.
- Show team members that good work and extra effort is noticed.
- She must show employees that she trusts and relies on them.
- Fifi must try not to show employees that they are oversupervised.
- Employees will feel stressed if they do not know exactly what to do.
- Employees only perform well because they want to.
- Threats and coercion cannot get the job done.
- Do not give unnecessary instructions and explanations. (Any 6 × 1) (6)

2.4

- 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, e.g. employees who prepare the meals, take orders and serve the customers✓
- Time frames✓ – how many meals must be prepared for delivery and eat in✓
- Responsible persons✓ – clarity on who will be doing what and whom they will be working with✓ (4 × 2) (8)

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2.5
- Drivers to deliver the orders
- Waiters and waitresses to serve the customers
- Cleaners to ensure the place is neat
- Chefs to prepare the meals (4)

[40]

QUESTION 3

3.1
- Relationship with line managers
- Skills levels
- In-fighting as a result of poor team selection
- Strike actions by employees due to wage disputes and other factors
- Staff absenteeism
- Levels of motivation
- Illness (Any 5 × 1) (5)

3.2
- Environmental risks✓ – this can be operational delays for the delivery of orders caused by bad weather✓
- Operational risks✓ – an increase in VAT may result in the prices of meals adjusted upward✓
- Technological risks✓ – this can be risks of loss due to failure of machines like the scanner not working to make the job easier✓
- Legal compliance risks✓ – this can be loss due to breaking the law, for example Fithu Grill failing to pay tax for the restaurant✓
- Health and safety risks✓ – this can be loss due to employees not wearing the suitable clothing while preparing meals✓ (5 × 2) (10)

3.3
- Specific inspection✓ – supervisors must check the ingredients used to prepare the healthy meals for customers✓
- Specific testing✓ – subjecting meals to some testing to detect poor cooking skill✓
- Work sampling✓ – checking each employee's contribution to the preparation of meals to ensure quality is not compromised✓
- Training✓ – FG must ensure that proper training is done for the employees to avoid complaints and returns from customers✓ (4 × 2) (8)

3.4
- Identify the hazard
- Calculate the likelihood of the hazard occurring
- Finding ways of dealing with the identified hazards (3)

3.5
- Help planners to better understand how operations work on the ground.
- Planners should understand the most critical problems which may occur and make provision for them.
- Promote greater consideration of the day-to-day functioning of operations.

(Any 2 × 2) (4)

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3.6
- FG must make sure that staff is familiar with quality systems and procedures.
- Must obtain commitment of staff
- FG must make sure they develop a self-assessment process so that quality can be measured
- They must constantly receive the quality systems
- They should know what they are doing well and how they can improve (5)

3.7
- Care should be taken not to overload workers who have other deadlines.
- Ensures staff are given clear instructions, using reliable channels of communication.
- Lines of communication should be clear to all employees.
- Praise employees for a job well done.
- If jobs are not completed on time or are of poor quality, this needs to be addressed in such a way that an employee learns from his/her mistakes.

(5 × 2) (10)
[45]

QUESTION 4

4.1 4.1.1 SPECIFIC✓ – he must ensure that the plan is aimed at achieving a specific goal✓
MEASURABLE✓ – the plan should be possible to measure the progress to reach the targets in order to carry out the plan, for example how many customers should be served per day✓
AGREED✓ – he must make sure all employees agree to the processes of implementing the plan✓
REALISTIC✓ – FG must ensure that the goal represents the objective✓
TIME-BOUND✓ – ensuring the goal is grounded within a specific time frame✓ (10)

4.1.2 He must:
- Gather the information about the strategic goals and strategies of the business
- Gather the information about the tactical plans and strategies of the department
- Develop operational goals that support the achievement of the tactical goals
- Develop operational objectives to achieve the operational goals
- Identify activities, time frames, responsible persons and resources for achieving each objective
- Implement and monitor the operational plan (6 × 2) (12)

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4.2 4.2.1

- Brainstorming✓ – every employee must be encouraged to use their experience to come up with ideas to improve the operations✓
- Focus groups✓ – they can select small group of individuals from all levels of the business to investigate methods for quality improvements✓
- Check lists✓ – showing the importance of carrying out certain tasks as part of the overall process✓
- Charts and graphs✓ – analysing statistical data relating to procedures at a glance✓ (4 × 2) (8)

4.2.2

- Putting customers first
- Continuous improvements
- Aiming for zero tolerance
- Training and development (4)

4.3

- Method of communication✓ – employees at FG rely mostly on the information displayed on the notice board✓
- Relationship between business systems✓ – the operational manager of FG should make sure there is good relations between business systems to share the information✓
- Continuity management✓ – the operations manager ensures that employees✓ are given an exit interview to enable the new employee to take over easily✓ (3 × 2) (6)

4.4

- Unpaid accounts results in letters of demand, legal fees and bad relationships with suppliers.
- Failure to run proper credit checks leads to bad debts.
- Mistakes and fraud may go undetected if reconciliations are not done.
- Cash may be used for personal purchases if there are no controls in place.
- Noncompliance may lead to loss of cash and payment to customers being recorded incorrectly.
- Noncompliance could lead to cheques being requested for personal use.

(Any 5 × 1) (5)
[45]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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