



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT NQF LEVEL 2

(3021012)

**1 March 2019 (X-Paper)
09:00–11:30**

This question paper consists of 7 pages.

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.
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SECTION A**QUESTION 1**

- 1.1 Choose a description from COLUMN B that matches a word or an item in COLUMN A. Write only the letter (A–K) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.1.1	Functions	A	must be placed in the work area where slippery surfaces may occur
1.1.2	Procurement	B	is a payment made to an employee for having suffered injuries at the workplace
1.1.3	IT network	C	employees are sent off to institutions to acquire skills to do the job
1.1.4	Signage	D	a level against which quality can be measured
1.1.5	Compensation	E	group of activities which must be executed to achieve a goal
1.1.6	Training	F	supervisors check to see that procedures are being followed and that time and costs are well managed
1.1.7	Benchmark	G	a process of acquiring what is needed to complete a specific task
1.1.8	SABS	H	departments and personnel who have access to computers and are able to use them to communicate with one another
1.1.9	Inspection	I	staff is trained to do it right the first time
1.1.10	Zero defect programmes	J	lays down minimum quality requirements for products
		K	evaluating the operations

(10 × 1)

(10)

- 1.2 Complete the following sentences by using the word or words given in the list below. Write only the missing word or words next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

inventory; flow chart; spot quality checks; controlling; staffing; efficiency; policy; indirect function; business system; safety regulations; improvement programme

- 1.2.1 When an operations manager oversees the managers of other functional areas it is called ...
- 1.2.2 ... are mandatory requirements to prevent or reduce injury in the workplace.
- 1.2.3 ... is when managers or internal safety officers make regular tours of the office building and factory floor to observe work practices, inspect machinery and to advise workers accordingly.
- 1.2.4 ... entails putting into place structures to ensure that operations are carried out as planned.
- 1.2.5 ... is a process to ensure that the right people are available to execute business activities.
- 1.2.6 ... is a record of items on hand.
- 1.2.7 ... means achieving something with minimal time and effort.
- 1.2.8 ... is the set of guidelines according to which the business runs its affairs.
- 1.2.9 ... is a process of providing quality goods or services to the final customer.
- 1.2.10 ... shows how the various departments within a company are linked.

(10 × 1) (10)

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 Marketing is the final product component of a business system.
- 1.3.2 Daily morning meetings to discuss the previous day's operations are an example of a company policy.
- 1.3.3 Transition involves a combination of people and equipment and ensuring that they function effectively.
- 1.3.4 Constraints exist on the maximum number of hours that an employee may work in a particular shift without adequate relief.
- 1.3.5 A decision to buy the goods or services by customers is based on the personal bond which they have developed with the seller.
- 1.3.6 A suggestion box is an external communication channel that is used to receive a customer's queries and complaints.
- 1.3.7 Managers can control the factors of the external environment which impact on business operations.
- 1.3.8 Entrepreneurs play an important role as they contribute to the economic growth of the country.
- 1.3.9 Legal risks refer to risks that occur while carrying out the action plan.
- 1.3.10 A commission is a pay which is calculated according to work done.

(10 × 1)

(10)
[30]

TOTAL SECTION A: 30

SECTION B

Read the following case study and answer the questions.

2017 YOUNG ACHIEVER OF THE YEAR

Resourceful Doris Legodi of Seshego Pharmacy has been chosen as Southern Sun Life/Enterprise's Young Achiever of the year for 2017. Doris, 25, was born and educated in Seshego. As a young woman she spotted a gap in the local service industry: a neighbourhood pharmacy where black people will be served in their own mother tongue.

The secret of her business success is the high level of personalised service she renders. Not only does she counsel customers on their health problems, she also personally delivers medication to people's homes in her private vehicle. She also keeps her pharmacy open until nine at night.

Doris opened her pharmacy in November 2015 and in a short period of time gained the confidence of Seshego residents. 'I feel that I have broken new grounds,' she says. 'People appreciate the importance of a pharmacist in the townships. They now understand that a pharmacist is the most accessible healthcare official to give free advice on health-related issues.'

When asked about the success of her business, Doris indicated that she work with a team of young people who pursue service excellence. They develop weekly plans together, develop strategies to deal with risks, and always strive for quality in everything the pharmacy does. Doris wants to have more than 1 000 customers by the end of 2020 and she is aware that she will have to work very hard to exceed the expectations of all the stakeholders to realise this goal.

[Source: Cilliers & Bruwer 2000 - Adapted]

QUESTION 2

The secret to the success of Doris Legodi's Seshego Pharmacy is the high level of personalised service she renders in striving for excellence in everything she does.

- 2.1 Explain Doris's duties as the operations manager of Seshego Pharmacy. (5 × 2) (10)
- 2.2 Give FIVE examples of the human resources required for the successful execution of the weekly action plan of the pharmacy. (5)
- 2.3 Explain the incentive schemes which Doris can introduce to achieve better cooperation and commitment from team members. (3 × 2) (6)

- 2.4 The pharmacy plans to exceed the expectations of all stakeholders.
- 2.4.1 Explain the techniques which Doris must apply to forge relations with financial stakeholders of the pharmacy. (3 × 2) (6)
- 2.4.2 How can Doris improve the loyalty of her employees? (4 × 2) (8)
- [35]**

QUESTION 3

Doris indicates that she will have to work very hard to exceed the expectations of all the stakeholders to realise the goals.

- 3.1 Discuss the interdepartmental function of the operations manager. (5 × 2) (10)
- 3.2 Doris's team strives for service excellence.
- Explain the tools of TQM that can be applied at the pharmacy. (5 × 2) (10)
- 3.3 Doris wants to develop a weekly action plan.
- Explain the components of the weekly action plan. (5 × 2) (10)
- 3.4 Name FIVE techniques which must be applied to ensure that the pharmacy adheres to safety regulations. (5)
- [35]**

TOTAL SECTION B: 70
GRAND TOTAL: 100